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AN EVALUATION OF INDIVIDUAL EMPOWERMENT
AND SELF-EFFICACY ON SEXUAL HARASSMENT
IN THE WORK ENVIRONMENT

THESIS

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AN EVALUATION OF INDIVIDUAL EMPOWERMENT AND SELF-EFFICACY
ON SEXUAL HARASSMENT IN THE WORK ENVIRONMENT

THESIS

Presented to the Faculty of the School of
Logistics and Acquisition Management
of the Air Force Institute of Technology
Air University
in Partial Fulfillment of the
Requirement for the Degree of
Master of Science in Contracting Management

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Acknowledgements

We would like to especially thank our thesis advisors, Dr. Wayne Stone and Dr. Guy Shane, for their time and support during the several months of development and execution of this thesis. Our thanks to Dr. Stone for the initial idea for this research and his continual guidance throughout the project. Dr. Shane gave us expert direction through the statistical world, and his input was especially helpful.

As a research team, we were able create and test an instrument about which we cared deeply and still had fun in the process, despite the many obstacles. A challenging, yet rewarding experience.

And finally, we would like to thank our families for their support and understanding because of the many long hours working at home and school to complete this thesis.

Becky Gebhard and Ed LaBenne

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Abstract

The purpose of this thesis was to develop an instrument that would measure an individual's ability to define sexual harassment and address gender discrimination. In addition, the thesis determines the relationship of empowerment, self-efficacy, and training as it affects the awareness of harassment. Extensive statistical analysis was performed on the instrument and sample data. The importance of developing this instrument is evident in its ability to create regression models to predict the existence of empowerment and self-efficacy which could be useful to improve morale and productivity.

This thesis provides a history of sexual harassment from the difficulty in defining terminology, to the impact of judicial rulings, to the dynamics of power, and finally presents empowerment and self-efficacy as a means of providing strength and power to the individual.

A portion of this study evaluates individual perceptions of personal actions, both formal and informal, to confront sexual harassment. These personal actions were ranked and rated for effectiveness, as well as options for designing a prevention program. Lastly, the thesis provides researcher and respondent recommendations on training in conjunction with detailed actions for organizational leaders to improve the work environment.

AN EVALUATION OF INDIVIDUAL EMPOWERMENT AND SELF-EFFICACY
ON SEXUAL HARASSMENT IN THE WORK ENVIRONMENT

I. Introduction

General Issue

The problem of sexual harassment in the Government work environment has gained national attention. The Supreme Court Confirmation hearings of Judge Clarence Thomas with its focus on allegations of Thomas' sexual misconduct, and the investigation of numerous harassment complaints against Navy aviators, arising from their 1991 Tailhook Convention, were both highly publicized. The result is the acknowledgement by many organizations of sexual harassment's impact to the organization and worker morale. No longer acceptable is the claim of ignorance, or the hope that the situation will disappear. Recent court case rulings have provided for the sexual harassment victim to recover not only past and future lost wages, but also compensatory and punitive damages, regardless of the organization's knowledge of the harassment.

These court rulings have also shifted the emphasis from recognition and elimination of overt sexual harassment, illegal since the 1964 Civil Rights Act, to more subtle discrimination practices. This additional recognition of other potential forms of sexual harassment is driven by the

fact that a workplace that creates a hostile environment is neither efficient, effective nor productive (Thacker, 1992:50; Petrocelli and Repa, 1992:4/4; Kanungo, 1992:414).

As the Air Force is forced to deal with declining budgets and increasing requirements, it is imperative that the work environment be as efficient and productive as possible. General Ronald Yates, Commander of the Air Force Materiel Command stated in a letter to his entire command: "An environment of fair and equitable treatment, free of sexual harassment, is essential for our people to meet the challenges of sweeping organizational changes and the evolution of a smaller, composite force" (Yates, 1992:1).

Problem Statement

The Chief of Staff of the United States Air Force, General Merrill A. McPeak has aggressively challenged the commanders to eliminate any business practice that would hinder productivity and adversely influence the Air Force goal of worker empowerment. "We articulated the Air Force policy on command responsibility for equal opportunity and directed that we provide a workplace free of sexual harassment and discrimination for all military members and civilian employees. Sexual harassment and discrimination cannot be tolerated" (McPeak, 1992:1). In support of the Air Force philosophy, this study will assess how training, personal empowerment (the ability to make decisions that affect self and the organization), and self-efficacy (the

ability to believe in self) provide means to the individual to confront sexual harassment (Bowen and Lawler, 1992:35).

Research Objectives

The research objectives for this thesis are focused on identifying areas of concern regarding sexual harassment in the workplace. The objectives for this thesis are to:

- A) Determine the degree to which individuals can define both overt and subtle harassment;
- B) Determine if an individual's feelings of empowerment and self-efficacy are related to sexual harassment;
- C) Identify actions managers can take to improve the productivity and morale in the workplace without regard to sex or gender;
- D) Provide recommendations for training in terms of curriculum and methods.

Investigative Questions

Survey data will be obtained by assessing students and staff at the Air Force Institute of Technology, Wright Patterson AFB, Ohio. Key research questions are:

- A) To what extent does the individual feel he/she has the learned the skills and control to become empowered?
- B) To what extent does the individual feel he/she has confidence and self-efficacy to utilize his/her skills?

- C) Which informal and formal steps are perceived to be effective in stopping or preventing sexual harassment?
- D) How effective is training in providing individuals information to recognize and report sexual harassment?
- E) To what extent does an individual feel sexual/gender discrimination influences the selection for work-related opportunities and management partiality?
- F) How do demographic characteristics (education, marital status, age, and sex etc.) play a role in determining an individual's perception of sexual harassment?

Conceptual or Substantive Assumptions

Several items on the survey instrument were designed to measure to what extent individuals recognize the existence of harassment. These items will be important during data analysis in determining the existence of male/female differences in harassment definition and the effect of current organizational training and information on sexual harassment. Therefore, the researchers purposely withheld any definition of sexual harassment from the respondents so as not to influence the proposed analysis.

Importance of the Study

Judicial acknowledgement of the influence of harassment in the creation of a workplace that is hostile to both the worker and the organization dictates that harassing behavior be recognized and eliminated. At stake is the financial health of the organization and the emotional health of the worker. Through the identification of the effect of individual empowerment and self-efficacy, insight will be gained to use as a tool in the elimination of sexual harassment.

Definition of Terms

Empowerment. Empowerment is defined as "the process by which people who are powerless become aware of the power dynamics at work in their life context, develop skills and capacity for gaining some reasonable control over their lives, exercise control without infringing upon the rights of others, and support the empowerment of others" (McWhirter, 1991:224).

Hostile Environment. Offensive working conditions where "the individual is not threatened with the loss of a specific job benefit, but is a victim of discrimination because unwanted sexually oriented conduct creates a work environment that is hostile or abusive and interferes with the individual's work performance" (Johnson and Lewis, 1991:5).

Quid Pro Quo. This is a Latin term meaning "this for that". Used by the courts to mean a specific type of harassment where the individual suffers a "tangible benefit loss", or "pocketbook injury". "It occurs when an individual suffers a loss of specific job benefits because submission to or rejection of unwanted sexual overtures" (Johnson and Lewis, 1991:5).

Self-Efficacy. Perceived self-efficacy is an individual's judgment of his/her capabilities to organize and execute courses of action required to attain designated types of performance. It is not concerned with the skills achieved, but with the judgment of what can be accomplished with the achieved skills (Bandura, 1986:391).

Sexual Favoritism. When an employer may be held liable for unlawful sex discrimination against persons who were qualified for, but denied an employment opportunity or benefit, because employment opportunities or benefits were granted to another because of that individual's submission to the employer's sexual advances or requests for sexual favors, (Van Tol, 1991:167).

Sexual Harassment. The United States Air Force redefined sexual harassment as contained in Air Force Regulation 30-2, which was updated in July 1992. Since the research is focused on Air Force personnel, the researchers have decided to use this definition, which is:

A form of sex discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of a person's job, pay or career.
2. Submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting this person.
3. Such conduct has the purpose or effect of interfering with an individual's performance or of creating an intimidating, hostile, or offensive environment.
4. Any person in a supervisory or command position uses or condones implicit or explicit sexual behavior to control, influence or affect the career, pay or job of a military member or civilian employee.
5. Any member or civilian employee makes deliberate or repeated unwelcome verbal comments, gestures, or physical contact of a sexual nature. (1992:44)

Scope and Limitations of the Study

The research in this thesis will focus on determining the individual's perception and recognition of sexual harassment in the work environment. In addition, individual empowerment and self-efficacy perceptions will be addressed as a means of confronting harassing behavior. Sexual harassment by management or peers need not be overt, but can be reflected in subtle management/peer behaviors. Therefore, this thesis also will investigate the individual's feelings on various management/peer policies and behaviors that they perceive as discrimination. Furthermore, the presence of confidence or fear in an individual will be identified as a means of determining the

existence of empowerment. In addition, a comparison of the perceived effectiveness of formal and informal actions in confronting sexual harassment also will be addressed. Lastly, the impact of training on the feeling of empowerment, awareness and understanding of sexual harassment will be analyzed.

There are a few limitations or "cautions" which need to be presented. First, the individual's perception and interpretation of specific terms or language used in the questionnaire could be affected by occupational and geographical differences.

The thesis definition chosen for empowerment, as combined with the concept of self-efficacy is approached not from a management perspective, but from an individual one. Therefore, the thesis is not concerned with the delegation of power from the organization, but with the individual's ability to gain self-efficacy and empower him/herself. This approach though, will not affect the researchers' intent to collect, evaluate and submit respondent recommendations for organizational improvement as a means to facilitate individual empowerment.

Overview

In Chapter 2, the current related literature will be reviewed with special attention given to the areas associated with our research objectives and questions. Then, in Chapter 3, the methodology employed to collect,

analyze, and answer the investigative questions will be explored. Chapter 4 will present the results generated by the methodology. Lastly, the overview, conclusions, and recommendations will be addressed in Chapter 5.

II. Literature Review

Overview

Sexual harassment has been long thought to affect only women working in certain professions, but increases in harassment claims throughout a broad business spectrum have shown the problem to be widespread (Johnson and Lewis, 1991:6; Sandroff, 1992:48-49). Little attention was given to the impact of harassment on the organization or industry as a whole, but studies substantiating its impact on organizational productivity and financial stability have shown the problem to be damaging (Fritz, 1989:4-5; Englander, 1992:14; Lee, 1992:25). The lack of recognition and definition of harassing behaviors, both in terms of the easily recognized overt forms and the more disguised subtle forms have thwarted the creation of harassment policy (Gruber, 1992:460-2). Through continued judicial involvement and Equal Employment Opportunity Commission (EEOC) guidance, some progress has been achieved in defining and characterizing harassment (Gruber, 1992:448; Englander, 1992:17; Van Tol, 1992:153; Johnson and Lewis, 1991:5). As the definition of harassment evolves, and acknowledgement is given to the role that power plays in harassment (Juergens, 1991:45; Van Tol, 1992:160), any means that strengthens the worker becomes important in preventing harassment. Individual empowerment and self-efficacy are two of these means.

While empowerment has been used successfully as a management tool to improve productivity and morale (Thomas, 1991:11; Betof, 1992:34; Early, 1991:13), our review of past literature has shown the introduction of empowerment and self-efficacy as a means to prevent sexual harassment is a new approach. Related literature is available however, that does support the strengthening of minorities and women through empowerment (Rowland-Sedar and Schwartz-Shea, 1991:607; Bowen and Lawler, 1992:31; Gutierrez, 1988:2). While Rowland-Sedar and Schwartz-Shea exclusively address women, Bowen and Lawler researched service industry workers who are predominantly comprised of women. Lorraine Gutierrez conducted research on a Chicano community and used cognitive components to reinforce empowerment. Given that the majority of harassment victims are women, often in industries where the majority are men (Fritz, 1989:5), the applicability of empowerment seems relevant.

This chapter will first address the evolution of sexual harassment through changing historical attitudes, definition refinement as a result of judicial and EEOC rulings, and relevant legal precepts. The characteristics, dynamics, and the effects of sexual harassment, as it influences the organization and its workers also will be presented. Then, harassment demographics will be presented to determine if there is a "typical" victim. Lastly, since sexual harassment is most often a function of power (Van Tol, 1992:160; Webb, 1991:29; Gutek, 1985:8), the concepts of

worker empowerment and self-efficacy will be presented as a means to improve organizational and worker productivity. This will be accomplished through an examination of the basis for the construct "empowerment", its use by both management and social scientists, the effect of empowerment on the worker and organization, and means by which empowerment is created.

The Evolution of Sexual Harassment

Historical Attitudes. Societal values, which supported the organizational environment for sexual harassment, began to flourish hundreds of years ago. In 350 B.C., the belief that women were inferior to men was highlighted by Aristotle who said, "The man is superior to the female. The one rules and the other is to be ruled. The real glory of the man is shown by commanding and the real glory of the woman is obeying" (Fulcher, 1992:23). Even though there are cases of matriarchal societies, the western belief of male dominance continued through the 1800s when Friedrich Nietzsche, a German philosopher stated, "Men shall be trained for war, and women trained for the recreation of the men: all else is folly. Too sweet fruits-these the warrior liketh not. Therefore liketh he woman-bitter is even the sweetest woman" (Nietzsche, 1982:69). George Moore, an Irish essayist stated similar views in the late 1880s, "Nature intended woman for the warrior's relaxation, to succeed as actresses, queens, and courtesans-yes, and as saints" (Moore, 1928:x). In the

early days of industrialization, as women entered the workforce, whether by necessity or choice, they were often confronted with male opinion which couldn't distinguish between women workers and prostitutes, as both were selling their services (Bularzik, 1978:28). Furthermore, as the idea expanded that a woman was to be a "guardian of purity", any complaint of sexual behavior against her boss or peer was viewed as the woman's fault, and often caused dismissal (Bularzik, 1978:29). Bulzarik further states, "Sexual harassment served to reinforce those attitudes pushing women out of the labor force. Yet this was an untenable goal in the industrializing economy. A fall-back function of sexual harassment then, was to reinforce women's feelings of powerlessness at work" (Bulzarik, 1978:30).

This societal rationale furthers a feminist approach that is supported by the work of Barbara Gutek (Sex and the Workplace), and is strengthened by the gender stratification work of Francis L. Hoffman (Van Tol, 1992:153). Based upon data from survey instruments, both Gutek and Hoffman support the approach that sexual harassment of women is a "logical consequence" of a sexist society where exploitation of women keeps them subordinate (Gutek, 1985:9; Hoffman, 1986:116), with the basis of this exploitation being the issue of respect.

Socialization also plays a role in the incidence of harassment. Society has long viewed the man as the sexual pursuer and initiator in sexual relationships, while the

woman is socialized to be the receptor (Thacker, 1992:52). This societal attitude helps to define the results of a study that found "that men don't think it's inappropriate to compliment specific body parts of females because those same men say they would be highly flattered if women were to praise the male body parts" (Fulcher, 1992:24). This lack of recognition of the differences between male and female perceptions of a similar act (i.e., the compliment of body parts of the opposite sex), highlights the difficulties in recognizing and defining sexual harassment.

Definition of Sexual Harassment. Sexual harassment, even though currently being judicially redefined, remains a "legal term of art" due to its variety of interpretations (Van Tol, 1992:156). Not only the type of action, but the environment, participants, and frequency of occurrence become variables. Eleanor K. Bratton, states:

An operational and justiciable definition of sexual harassment has proven elusive because definition is inextricably tied to the issue of perception. The definition of sexual harassment-behavioral, situational, and legal- bears directly on the resolution of all attendant issues. It affects social science measurement and legal-making equally. How we measure sexual harassment depends on what behaviors we say constitute it. (1987:93)

Sexual harassment can be viewed from several perspectives. Gutek's study supports a feminist perspective that believes harassment is the result of exploitation. It is reflective of the power relationship of men over women, threatens women's economic livelihood, and reflects the

status of women in society (Gutek, 1985:8-9). The organization may approach harassment either narrowly as the interpersonal behavior of the worker and handle it informally, or may acknowledge harassment as unprofessional behavior and confront the issue. These differences in organizational philosophy represent the old and new approach respectively (Gutek, 1985:12). Lastly, a legal approach may be taken that addresses the effects of harassment on the work environment. It parallels the legal viewpoint and states that harassment involves both implicit and explicit terms of employment, and promotes an intimidating, hostile, or offensive work environment (Gutek, 1985:8).

The Equal Employment Opportunity Commission, the federal organization that has the responsibility for implementing anti-discrimination policy via the Equal Employment Opportunity Act, has established national guidelines that define sexual harassment as:

unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when; submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, or submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individuals, or such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment. (Kadue, 1992:1)

This definition differs substantially in several areas from the Air Force definition that is used in this thesis. The Air Force definition defines harassment as a form of sex

discrimination (Gillert, 1992:17), and the EEOC definition does not. The Air Force definition requires that the conduct only interfere with worker performance, while the EEOC definition states that it must be unreasonable for the work situation. Additionally, the Air Force definition specifically addresses the role of individuals in supervisory or command positions in either committing or condoning harassment. The EEOC definition does not mention job position. The Air Force definition also cites verbal comments, gestures, and physical contact as a type of harassing behavior, while the EEOC definition does not explicitly identify any type of sexual conduct. Lastly, although both definitions address the two basic types of legally recognized harassment, *quid pro quo* and hostile environment, only the Air Force definition addresses any type of conduct. Therefore, in all cases the Air Force definition is deemed more encompassing, which is important in any harassment training.

Legal Precepts and Interpretations. Past legal decisions have not only determined that sexual harassment is discrimination, but have also established legal precepts and liability constraints. Of specific importance are the legally recognized types of harassment: *quid pro quo* established in *Henson v. City of Dundee*, and *Kate v. Dole*; and hostile environment established in *Brown v. City of Guthrie*, and *Bundy v. Jackson*. The rulings in these cases have delineated certain elements that must be present for

harassment to have occurred. The harassing conduct must be unwelcome, unsolicited, uninvited or not encouraged; affect the terms of employment; and be sexual or gender-based (Apruzzese, 1992:333-335; Kadue, 1992:1). In some cases, the individual must affirm the behavior is offensive and request that the behavior stop (Webb, 1991:28). The concept of the "reasonable woman", first ruled in the *Ellison v. Brady* case, provides constraints to determine liability. These elements are then merged with the qualifiers of severity of the act and repetition. A severe harassment act need happen only once to qualify, but milder forms that foster the hostile environment may need repetition (Webb, 1991:28). For example, a single sexually offensive joke or comment does not constitute a hostile environment, but one sexual assault in a *quid pro quo* situation is harassment.

With the creation of Title VII of the Civil Rights Act of 1964, discrimination on the basis of race, color, religion, national origin, or sex became illegal. However, cases tried before the courts charging discrimination based upon sexual harassment were not substantiated until 1976, in the case of *Williams v. Saxbe*. Here the court decided that sexual discrimination did exist if the harassment was a barrier to employment and was applied to one gender and not the other (Kadue, 1992:7).

The hostile environment, "where intentional conduct of a sexual nature interferes with another employee's work performance or creates an intimidating, hostile, or

offensive working environment" was first ruled in 1981-82, in the cases of *Brown v. City of Guthrie* and *Bundy v. Jackson* (Apruzzese, 1992:335; Kadue, 1992:7). In these cases, it was ruled that harassment could occur even if there was not a tangible job loss, which was previously required under the *quid pro quo* type of harassment.

Then in 1982-83, the cases of *Henson v City of Dundee* (U.S. Federal Appeals Court) and *Kate v Dole* (4th Cir), determined if an employee submits to sexual favors in return for job advancement/opportunities, or to avoid firing/demotion, there is a tangible job loss and the organization is automatically liable for the supervisor's actions. This established *quid pro quo*, meaning "this for that" (Gragg, 1992:34).

A 1983 court case, *Toscano v. Nimmo* first used the sexual favoritism definition established by 1980 EEOC guidelines. The EEOC guidelines stated that while isolated incidents of sexual favoritism did not constitute harassment,

Subsequently during 1986, in a landmark Supreme Court Case (*Meritor Savings Bank v Vinson*), the Court ruled that an organization can be held liable for a supervisor's or employee's action whether it knew or should have known about the conduct and did nothing to correct it. Also established was organizational liability for harassment by nonemployees, i.e., clients or consultants, if management knew or should have known of the harassment (Gragg, 1992:34).

In 1988, the definition of harassment was expanded by the court (*Hall v. Gus Construction Co.*) to include conduct that was not specifically sexual in nature, but due to gender. This involved the hazing of three female construction workers by their co-workers through derogatory comments made solely because these workers were women in typically a man's trade (Kadue, 1992:8).

Lastly, in 1991 in an attempt to assess liability, the courts ruled in *Ellison v. Brady* that male and female sensibilities are different, and that using the reasonable person approach so common in law may not be just. The courts acknowledged that while a man may not be offended by certain types of behavior, it may indeed offend a woman (Kadue, 1992:8). Consequently, the "reasonable woman" approach became the standard, which is significant in many subtler forms of harassment.

The court has further determined the existence of a hostile environment even when the plaintiff was not the person being harassed, but a bystander. At issue in this case was the willingness to accept a sexually permissive environment in return for larger allotted office space. It was determined that privileges were denied based upon gender and was applicable regardless of a male or female complainant (Kaufman, 1992:42-43). Cases filed under sexual favoritism also help to establish the hostile environment, because favoritism acknowledges preferential treatment received by an individual at the expense of others.

Finally, in even a broader reaching decision (*Jenson v. Eveleth Taconite Co.*), the court ruled that no longer are harassment claims viewed as discrete acts, with individualized factors, but can be considered as "across the board" sex discrimination allowing class actions to be filed (Mishkind, 1992:141).

In still other cases, men are bringing suits claiming they were victims of harassment by being falsely labeled harassers (Lublin, 1991:3). In some cases, the litigation costs have exceeded hundreds of thousands of dollars by the organizations. The organization's concern is that their established harassment policy be upheld, so as not to stimulate other litigation.

Characteristics--Overt and Subtle. Although the definition of sexual harassment has been maturing with respect to harassing conditions, the specific conduct which creates the harassment remains more nebulous. *Quid pro quo* conduct is blatant, overt, verbal and physical in action. This differs from the hostile environment types of conduct which are more commonly characterized by more subtle forms, often non-verbal and gender based. Each type may also possess characteristics of the other type (Van Tol, 1992:157).

The range of sexual conduct can run on a continuum from joking and innuendoes to forced fondling and sexual assault (Webb, 1991:26). Behavior sexual in nature, or gender based may also include negative remarks or conduct. Although

these lists are not complete, they are representative of the diversity of behaviors now being considered harassing.

Overt conduct may involve the following physical activities: rubs, touches, brushes, hugs, grabs, pinches, footsie/kneesis, neck and back rubs (unsolicited), sexual assault, blocking passage, or pinning against a wall (Spain, 1992:4).

Verbal harassment may consist of sexual compliments, personal inquiries, pressure for dates/sexual favors, and jokes/ridicule with harsh sexual message, or sexual telephone calls (Spain, 1992:4; USMSPB, 1988:12). Of note here is a strongly worded argument that suggests that verbal behavior of a sexual nature is not harassing simply because it is "offensive, inappropriate, morally wrong, or politically incorrect" and is protected by the First Amendment (Burns, 1992:693-694). It is also recognized that by its very nature verbal conduct may or may not be harassing depending upon its repetition and circumstance (Johnson and Lewis, 1991:5).

Verbal sexual harassment is a performative speech act (Gervasio and Ruckdeschel, 1992:194). It only exists by being spoken. It is not like a physical act which occurs regardless of what is spoken. For example, the action of sitting in a chair occurs regardless of whether someone says, "I'm sitting". The determination whether verbal comments are harassing will change as the norms change which govern the interaction. For example, while "locker room

language" may not be offensive to a male audience, the existence of the same interaction with a woman present may be considered harassing. This further confirms the reasonable person versus the reasonable woman determination.

Non-verbal harassment may include leering, ogling, blowing kisses, notes and cartoons on desk, pornographic computer programs, nude pictures in any medium, uninvited letters, and gifts (Spain, 1992:4; USMSPB, 1988:12; Johnson and Lewis, 1991:7; Ensman, 1992:94). While these behaviors are sexual in nature, other types of harassing behavior are gender or societal expectation based. For example, the following are gender based: the denigration of a woman's abilities (Gervasio and Ruckdeschel, 1992:190); positioning within the organization to limit a woman's ability (Haberfield, 1992:161); and the use of slang terms or words, such as honey, babe, and stud (Ensman, 1992:94).

James Gruber was instrumental in developing categories to compare sexual harassment conduct. He felt categorization was necessary because the differences in definitions among all of the literature, caused the extent of harassment to be understated. Of specific note is his categorization of verbal harassment behaviors.

In describing verbal harassment, he suggests that a verbal request is goal-oriented and seeks sexual or relational intimacy (Gruber, 1992:452). He determined that some requests may be explicit, i.e., *quid pro quo*, while others are more subtle and seem like remarks that seek

social or sexual encounter (Gruber, 1992:452). He determined that verbal requests can be divided into four categories, (ranging from most to less severe):

Sexual bribery; a request with a threat and/or promise of reward, i.e., as money for sex - *quid pro quo*;

Sexual advances; a request without a threat or promise, i.e., [When I see you I want to screw.];

Relational advances; a request without a threat or promise seeking a social relationship, i.e., badgering;

Subtle pressure/advances; statement in which goal or target of request is implicit or ambiguous, i.e., [I'm really horny today], and [Would you date a married man?] (Gruber, 1992:451)

Gruber also delineates verbal comments into three categories:

Personal remarks; nonsollicitory comments direct to a woman, i.e., jokes, teasing, sexual slurs;

Subject objectification; remarks about a woman either in her presence or by rumors, i.e., talk about the woman's body;

Sexual categorical remarks; comments about women in general, i.e., women are whores (This includes bystander harassment successfully upheld in the courts.) (Gruber, 1992:451-2);

Lastly, Gruber describes nonverbal displays as:

Sexual assault; a prolonged or intense form of sexual contact;

Sexual posturing; includes violation of personal space and attempts or threats of contact (This includes blocking passage, and leaning over.);

Sexual materials; pornography and profanation of women's sexuality, i.e., underwear, menstrual cycle (Gruber, 1992:452).

The significance of the Gruber categories lies in their comprehensive ability to provide a basis for recognition of the various types of harassing conduct, in addition to the prevalent dynamic of harassment-power.

Dynamics. Webster's New Collegiate Dictionary defines power as the "possession of control, authority, or influence over others" (Woolf and others, 1977:902). Lewallen further states "power reduced to its simplest form is the ability to influence people, while authority is the permission to influence people" (1991:60). The authority becomes sanctioned or legitimized by the organization. In terms of sexual harassment, power and authority are used in an abusive manner. Through these means the harasser can force the victim into submission through threats or actions.

While power is easily identified in terms of supervisory-subordinate relationships, it is more subtle when created by peer pressure. The power gained in belonging to a group is a reason in many subtle situations, that although the individual is offended he/she wants to remain "one of the guys" and will not object to the behavior. Male/female socialization expectations also shape and conform behaviors. Even though men may feel harassed, the fear of having their masculinity questioned prevents reporting of the incident. In other cases, even though the male may feel harassed, he is also flattered by the attention (Terpstra, 1989:85). In addition, the fear of being labeled a troublemaker and sustaining repercussions

establishes the most common response to harassment--ignoring the situation (USMSPB, 1988:24; Fritz, 1989:5). The US Merit System Protection Board (USMSPB) Survey found that 52% of women victims and 42% of male victims chose to ignore the situation. This results in the harasser assuming the behavior was acceptable and leads to further creation of a hostile environment.

Eleanor Bratton states in her New Mexico Law Review article, "Sexual harassment is not about sex, its about power... It supports and perpetuates a system in which one class of persons is systematically disempowered. Sexual harassment is not only a *product* of gender-based dominance: it plays an important role in *maintaining* dominance and perpetuates circumstances in which domination-based views become cultural norms" (1987:98). The abuse of power whether applied in a sexual or gender-based manner negatively affects both the organization and the individual.

Impact of Sexual Harassment on the Organization

The existence of sexual harassment in an organization impacts not only the short-term productivity, but the long-term financial survival of the organization. Smaller companies especially, would feel the effect of large cash payments to harassment victims, and suffer greatest from job turnover and training costs. The organization's public image also suffers from publicized sexual harassment claims (Conroy, 1992:17). In a single 1987 sexual harassment suit

against K-Mart, the settlement of fines and penalties reached \$3.2 million (Sandroff, 1988:70). Recent changes in legislation (Civil Rights Act of 1991) now allow the harassment victim to receive from the organization compensatory and punitive damages, lost wages, attorney fees, and reinstatement among others (Zall, 1992:49). Because liability exists at the organizational level for both managerial, subordinate, and third party harassment, the potential for large judgments is possible (Payson, 1992:28). Current payment limits, which are now based on the number of workers per organization, are under revision by Congress with large increases expected due to strong lobbying efforts by women's groups (Payson, 1992:30). Similarly, if a suit is filed under 42 U.S.C. 1981 alleging discrimination in the creation, performance, modification, or termination of a contract, damages are unlimited and uncapped (Apruzzese, 1992:336). A steady increase in approved Worker's Compensation claims filed by men and women for injuries suffered due to sexual harassment impact organization and the worker in terms of higher costs, and lost productivity (Cox, 1992:21; Kanungo, 1992:414).

While harassment costs may be obvious when stated in terms of judicial fines and damages, the real cost is reflected in decreased morale among workers, reduced productivity, increased absenteeism and turnovers, and a negative organizational image (Johnson and Lewis, 1991:6; Gragg, 1992:34; USMSPB, 1988:40; Sandroff, 1992:50; Kanungo,

1992:414). The effect of increased turnover then becomes one of increased training costs for new personnel and the retraining of transferred workers. For a nonprofit company, the effect of a public harassment suit can be devastating to fund raising efforts (Conroy, 1992:17). The number of disciplinary actions and mistakes/ accidents also tax managerial time (Spain, 1992:5). Managerial and legal time further used by the organization in the actual complaint investigation and litigation is costly (Apruzzese, 1992: 336).

A survey of Fortune 500 companies estimated the impact of sexual harassment on an averaged annual per-firm basis was \$6.7 million which included the cost from employees who quit jobs, inefficiency if the individual remained, leave of absences, and cost of assistance; but did not include the cost of litigation (Sandroff, 1988:69).

In comparison to the above Fortune 500 Company survey, the Merit Board study of federal workers during the period of May 1985-1987, estimated the sexual harassment cost to the Federal Government was \$267 million for those years, in terms of lost productivity (\$204.5M), sick leave (\$26.1M), and job turnover (\$36.7M) (Johnson and Lewis, 1991:6; Englander, 1992:14). Given the fact that during fiscal year 1990, the number of federal worker sexual harassment claims filed with EEOC was almost double that of the earlier five years (Kaufman, 1992:42), the previously estimated cost of harassment would be significantly greater today.

Impact of Sexual Harassment on the Worker

The harassed worker is affected several ways, both in terms of physical and psychological damage (Johnson and Lewis, 1992:6; Kanungo, 1992:414). Stress related health problems arise. Because the relationship between health and stress is correlational, though the authorities disagree to what extent stress influences physical disorders, a circle of continuing decline occurs (Romano, 1992:200; Gabrielson, 1992:20). In 1992, a simultaneous survey was mailed by Working Woman's Institute to the Fortune 500 companies, and printed in *Working Woman*, with the response rate exceeding 9,500. The results showed that respondents reported ill effects such as impaired health (12%), seriously undermined self-confidence (27%), being forced to quit or being fired (25%), and long-term career damage (13%), while 17% reported no ill effects (Sandroff, 1992:50). The worker may feel angry, depressed, humiliated and begin to doubt his/her capabilities. Both concentration and trust are lost. Work performance suffers due to the increased stress, with the victim often being labeled as a troublemaker when the harassment becomes public. Loss of earning potential because of a forced job change or transfer is a reality. The Illinois Equal Opportunity Employment Organization found that during a two-year period, harassment complainants were discharged from their job 65% of the time (Terpstra and Baker, 1992:85). Additionally, the victim may be held responsible for the results of their harassment (Sandroff,

1992:50). Aptly stated by the Merit Board after their 1988 survey of federal workers:

Victims pay all the intangible emotional costs inflicted by anger, humiliation, frustration, withdrawal, dysfunctional family and other damages that can be sexual harassment's aftermath. Victims of most severe forms of harassment, including rape, can face not only severe emotional consequences, but even the possibility of a life threatening disease. Some victims may leave jobs for one with a poorer career path, to escape the sexual harassment. (1988:41)

Demographics

Although harassing behavior varies in organizations, the 1988 Merit Board survey created a typical victim profile. This was determined based upon the answers of 8,523 respondents in a 13,000 cross-sectional sample of Federal workers, of which 42% said they had been harassed (USMSPB, 1988:1). While EEOC reported 450 complaints by males of sexual harassment by a female during FY 1990 (Juergens, 1991:46), the typical female victim works in a non-traditional job, in a predominantly male environment or has a male boss, attended college and some graduate school, is single or divorced between the ages of 20-44, and has been with the Federal Government fewer than 15 years (USMSPB, 1988:20). This data is somewhat different from that of a *Working Woman* Magazine survey, which found that the victim is a female subordinate under 34, and harassed by a male over 35 and occurs in a predominantly male-dominated workplace. *Working Woman* also found that women in

managerial and professional positions earning over \$50,000 are more likely to be harassed.

The typical male victim is divorced or separated between 20-44, works in an office/clerical position with a predominantly female work group or has a female supervisor (USMSPB, 1988:21).

With respect to the typical harasser, the survey also found that women were harassed by other women only 3% of the time, while men were harassed by one or more men 22% of the time. That harasser is typically a co-worker as stated by 69% of the women and 77% of the men (USMSPB, 1988:20).

The Evolution of Empowerment

Introduction. Part of the difficulty in defining empowerment is due to its use by many different specialties. At different times it has been "referred to as a theory, a framework, a plan of action, a goal, an ideology, and a process" (McWhirter, 1991:222). Definitions vary depending upon the psychological or organizational specialty and the setting (Rappaport, 1987:122). There is a community perspective definition for empowerment, an educational one, a feminist one, and a counseling one (McWhirter, 1991:222-224).

Empowerment is not a new word. Originally, its definition was from one that represented a means for the organization to improve its effectiveness through the delegation of power and resources to its workers (Conger and

Kanungo, 1988:473). Now, social scientists use empowerment to represent the empowering of the individual, not the organization delegating authority. Webster's New Collegiate Dictionary lists only one synonym for empowerment—enable (Woolf and others, 1977:373). Empowerment is now viewed as enabling, no longer as delegating, with enabling meaning the creation of conditions that allow for motivation through the creation of self-efficacy (Conger and Kanungo, 1988:474). Williar C. Byham, explains that empowerment is getting people to help themselves (Byham, 1988:56).

The definition chosen for this thesis stresses the importance of individual awareness and growth, the recognition of the dynamic of power, the development of a sense of identity, and also acknowledges the responsibility of the empowered individual to the organizational environment.

Definition. Conger and Kanungo write that empowerment is composed of two constructs, power and control (1988:472). The power and control can be viewed from a relational position where it is used as means of control over others, or in the case of this thesis as a motivational construct where "the individual's power needs are met when they perceive that they have power or when they believe that they can adequately cope with events, situations, and/or people they confront" (Conger and Kanungo, 1988:473). Powerlessness arises when the individuals feel that they cannot cope with physical and social demands of the

environment (Conger and Kanungo, 1988:473). This supports the meaning of powerless in the thesis' definition which means "being unable to direct the course of one's life due to societal conditions or power dynamics, lack of skills, or lack of faith that one can change one's life" (McWhirter, 1991:224). Power dynamics implies that the "problems lie in the system rather than in its victims (the powerless), while solutions to problems may be effected by action on the part of the victim as well as through systematic changes" (McWhirter, 1991:224).

Empowerment is seen as means of reducing powerlessness of minority groups. Lorraine Gutierrez states "empowerment is a means for addressing the problems of powerless populations and for mediating the role powerlessness plays in creating and perpetuating social problems. It is a physical transformation that requires the development of a new self concept" (Gutierrez, 1988:2). Cary Cherniss, chair of the Organizational Behavior Program at Rutgers University also states "Powerlessness is the root cause of many of the problems that management faces in the workplace today. Whether it is substance abuse, productivity, employee motivation, job stress, or wellness" (Kizilos, 1990:31).

Though empowerment is closely aligned with self-efficacy, there are differences. Ellen Hawley McWhirter states:

Empowerment is a global process involving behavioral and cognitive components; efficacy is a cognitive appraisal of performance capabilities. Empowerment refers to a comprehensive process affecting not just the individual, but the individual in relation to others, to the community, and to society. Self-efficacy or group-efficacy refers to an individual's or group's belief in its ability to accomplish specific tasks or behaviors. (1991:224)

"Development of the capacity to influence one's own life requires concrete skills and [author emphasis] enough faith in those skills to try them out. Thus, each view of empowerment contains both cognitive and behavioral components" (McWhirter, 1991:223).

In the study of a Chicano community, Gutierrez found that there were three cognitive components to an individual who had an empowered sense of self. The individual has group identification and feelings of shared fate, stratum consciousness or a realistic appraisal of the power and status of groups in society, and has self and collective efficacy--the belief that one is capable of making the desired changes in one's life (Gutierrez, 1988:2).

Conger and Kanungo approach empowerment somewhat differently by stating that empowerment will be gained when increased feelings of self-efficacy are gained through the identification of the conditions which support powerlessness, and their removal by formal organizational techniques and informal approaches of providing self-efficacy information (Conger and Kanungo, 1988:474). While this approach does recognize the need for the

individual to possess self-efficacy to be empowered, the simple elimination of the powerless situation will not by itself make the individual more powerful. Other actions must be accomplished.

If it is accepted that manipulation is not compatible with empowerment, because an atmosphere of knowledge and strength exists (Early, 1991:13), then it follows that other negative conditions, i.e., sexual harassment may be prevented with the empowerment of the individual through knowledge and strength. The goal then remains the empowerment of the individual.

Effects of Empowerment on the Organization and Individual

Empowered people do not view themselves as victims of circumstance, but as shapers of their own destinies (Kizilos, 1990:43). They have "power to make decisions that influence organizational direction and performance" (Betof and Harwood, 1992:32). Empowered employees identify problems and opportunities, take appropriate actions, and resolve their own conflicts (Byham, 1991:10). If empowerment is used as a goal to give an individual control over his/her life, "then power is not a scarce commodity to be divided up and shared but a part of a personal growth goal for men and women" (Swanson, 1991:351). Empowerment brings greater creativity into organizations. Virgil Early, a member of the Adjunct Staff of the Center for Creative Leadership states:

Creativity is encouraged when people have freedom in how to do their work, and when they have psychological safety at work, when they are not afraid of verbal abuse or embarrassment. The link between change, creativity, and empowerment is simple: change drives the need for new answers; the creative environment encourages the creation of answers; and empowered people create the answers. (Early, 1991:13)

Empowered workers affect the organization in several ways. Productivity is raised because the people are motivated and have psychological safety, and costs are reduced due to low worker absenteeism, illness, turnover, and lengthy litigation. Empowered employees who feel they have control over their jobs are less likely to leave and are more satisfied (Bernstein, 1992:5).

Creating Empowerment

The first step in creating empowerment according to Conger and Kanungo is the identification of those conditions that cause the feeling of powerlessness, and create the loss of self-efficacy (1988:474). With sexual harassment, the recognition of the types of harassment, particularly the subtle forms, is the first step in the formulation of policy to empower the worker. The establishment of effective training that uses worker inputs fosters empowerment through participation, and also provides the workers needed skills and knowledge (Early, 1991:13; Kizilos, 1990:50; Tracy, 1990:77). Skill and knowledge isn't enough though. Other factors are crucial. The organizational environment must be receptive to the needs and skills of the workers, or

empowerment will fail. The person must also develop self-efficacy, because even if the individual has the skills needed, he/she may not perform optimally because he/she does not judge their capabilities correctly (Bandura, 1986:390). Self-efficacy not only has a role in the selection of activities, but also in how the individual is able to cope based upon the expectation of success. (Bandura, 1977:194).

Self-efficacy appears to have five main effects on behavior. It affects the choices an individual makes based upon the belief of success or failure; it mobilizes the individual into striving harder to succeed; it provides perseverance in the face of obstacles and negative outcomes; it facilitates thought patterns that tell the individual that he/she can accomplish the task; and it decreases stress and depression associated with future fear of failure (Mager, 1992:32-33). Thus, empowerment and self-efficacy become dependent. One fosters the other.

Conger and Kanungo's second step is the development of empowerment strategies and the third the empowerment of the worker through providing self-efficacy information (1988: 474). Alfred Bandura, who conceptualized self-efficacy and its role in empowering the individual, states that:

Self knowledge about one's efficacy, whether accurate or faulty, is based on four principal sources of information: performance attainments; vicarious experiences of observing the performances of others; verbal persuasion and allied types of social influences that one possesses certain capabilities; and physiological states from which people partly judge their capableness, strength, and vulnerability to dysfunction. (1986:399)

Performance attainment means that repeated successes tend to strengthen the efficacy, and failures diminish it.

Vicarious experiences provide for individuals to witness others and persuade themselves that they too can accomplish the task. It also provides for a means of comparison of abilities. Verbal persuasion allows the individual to be convinced that they can achieve a task and is reinforced by successfully completing it. Physiological states address the fact that individuals rely on information from their bodies to judge their capabilities. Stressful or taxing situations affect their feelings of capability (Bandura, 1986:399-401).

The actual implementation of the four sources of information to worker occurs in several ways. The successful mastering of the task empowers the worker. The worker becomes empowered by successfully stopping the harassing conduct. Second, empowering information is gained by observing other's effectiveness, by having models of success with who people identify. This is accomplished by means of the effective termination of hostile environments by others. At other times it can be through successful punishment of the harasser, with the findings made public. Third, by means of words of encouragement and positive persuasion, the individual begins to believe and trust. The individual through knowledge and support begins to leave the victim mentality. Finally, positive emotional support during experiences associated with stress and anxiety, where

the worker does not feel alone, alienated, or at blame. Worker, management, and outside agency support is critical (Conger, 1989:18).

Conger and Kanungo end the empowerment process with the worker gaining empowerment through the information received and changing his/her behavior (1988:475). Gutierrez describes four psychological changes that are crucial for individuals to leave feelings of apathy and despair and move to action (Gutierrez, 1990:150). These are increasing self-efficacy, developing group consciousness, reducing self-blame, and assuming personal responsibility. These four changes do not occur in stages, but are an evolving and simultaneous process. As a person achieves better feelings about his/her abilities, the willingness for change increases.

In many cases though, this is just the beginning of the process for the organization. Organizations also have a responsibility in the creation of empowerment. Here, empowerment means "the creation of a corporate environment in which individuals at all levels are expected to exercise whatever power is necessary to remove barriers to better performance, whether or not they have official sanction from above" (Thomas, 1991:11). The rewards to the company as mentioned before will be greater productivity and increased morale. Negatively, the newly empowered worker will be more demanding on the organization for effective changes to end harassment.

Summary

Societal attitudes have amply provided the foundation for the sexually harassing environment. Differences in norms for male and female perspectives further compound the issue and create difficulty in the recognition and definition of sexual harassing conduct. As more and more claims are filed and adjudicated, and with support of the EEOC, the definition of sexual harassment is slowly maturing. With the maturation of the definition, both its characteristics and dynamics are being explained. Acknowledgement is made of various types of harassment, both overt and subtle. Based upon the power dynamics of harassment and its impact on the worker and the organization, approaches to reduce harassment must be explored. Empowerment of the individual, viewed from its psychological basis provides such an approach. Empowerment provides the individual the means to gain self-efficacy and gain the power lost by harassing conditions. The result for the individual and the organization is highly positive in terms of psychological and physical benefits.

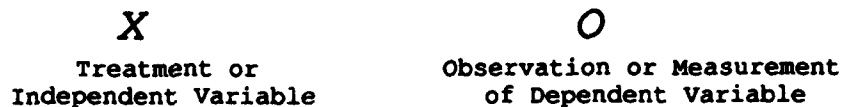
III. Methodology

Overview

This chapter describes the methodology that was employed in order to answer the investigative questions and meet the objectives set forth in Chapter 1. This chapter discusses the research design, the validity and reliability of the questionnaire, the pilot study, and the population and sample selected by the researchers. Then, instrument development, the data collection, and statistical analysis, are presented. Finally, the methodological assumptions and limitations associated with this methodology are explored.

Research Design

The research design chosen was a one-shot case study in which a single survey is used to obtain data. "This design can hardly be called an experimental study and perhaps should be more appropriately referred to as a descriptive study" (Huck, Cormier, and Bounds, 1974:227).



The above diagram represents the one-shot case study: X depicts the exposure of the group to the independent variable and O represents either an observation or measurement of the dependent variable. O is often obtained by using performance measures or attitudinal responses.

Through a comprehensive survey (later discussed in Instrument Development), the researchers have collected data to investigate possible associations between variables.

The one-shot case study was selected for ease, cost consideration, and comparison with prior research. A similar methodology has been used twice for studies by the United States Government for civilian employees (USMSPB, 1981; USMSPB, 1988). In addition, this thesis conducted new research to measure empowerment and self-efficacy, specifically, whether these have any relationship to issues associated with sexual harassment.

A mail survey was determined to be the most effective means to implement the research design. This survey method is generally considered the least cost alternative. In addition, because respondents have different time and schedule constraints, mail surveys allow the respondents the convenience needed to reflect on individual items and their responses. The most important benefit of the mail survey, especially considering the subject matter of sexual harassment, is anonymity. "Mail surveys are typically perceived as more impersonal, providing more anonymity than the other communication modes" (Emory and Cooper, 1991:333).

Validity

Validity can be segregated into two main areas, referred to as external and internal validity. Both are relevant for this research endeavor. External validity is

concerned with generalizability of the findings and results across the desired population (Sonquist and Dunkelberg, 1977:333). Internal validity "refers to the extent to which a test measures what we actually wish to measure" (Emory and Cooper, 1991:179). In addition, content validity will be explored.

External Validity. The only concern with external validity is the selection of the subjects and their ability to be representative of the entire population. This concept was also identified by Huck, Cormier, and Bounds as "population validity" and explained as "the population from which the experimenter can select his subjects, [and] may or may not be the same as the target population, that is, the population to which he wishes to have the results generalize" (1974:260). Through a disproportionate stratified sample from within the proposed population, the researchers sought to minimize this threat to external validity. Also, the respondents from AFIT represent experience in dozens of career fields, all major commands in the USAF, and from duty stations from in and out of the United States. In the sample, there were approximately fifteen members from other military services, primarily from the Army and Navy and also allied countries.

Internal Validity. As identified in Campbell & Stanley (1963:6), when using the one-shot case study there are negative aspects of this design affecting internal validity. Specifically these are: history, instrumentation,

maturation, selection, and mortality. The researchers do not view selection or mortality as major threats to internal validity because of the size of the sample. However, the threats to history, instrumentation, and maturation need to be evaluated.

History occurs when an event happens during the experiment (survey), which might confuse the respondent's response. This could be a major news event, training, or a personal experience. Because all respondents were not grouped together to complete the instrument at the same time, there was a chance an event could take place between the time when the respondent received and completed the instrument that would affect his/her response. The researchers attempted to motivate all respondents by a cover letter for the instrument (Appendix A) and giving a professional appearance to the entire survey package. In addition, a follow up flyer (Appendix A) was mailed one week from the original mailing date to encourage nonrespondents to complete the survey.

The threat of instrumentation "results from changes between observations, in measuring instrument or observer" (Emory and Cooper, 1991:425). This can often result from using different questions or observers during the collection of the data. The researchers have designed only one instrument version. Each instrument was distributed in the same format and content, including the cover letter, scan sheets, instructions, and actual survey.

Maturation can be any change that affects the respondent during the time they start the survey and actually complete it, for example, hunger or fatigue, which is a factor in a lengthy survey. The cover letter explained the importance of the survey and the front page of the survey provided an estimate of time necessary to complete the survey. This allowed respondents to plan their time accordingly.

Content Validity. "The content validity of a measuring instrument is the extent to which it provides adequate coverage of the topic under study" (Emory and Cooper, 1991:180). When establishing content validity, the process is considered judgmental. Initially, the first step is to establish the scales or constructs to be measured, and the scales to be used, ensuring the instrument covers the topic thoroughly. Then a "panel of experts" are gathered to ascertain adequacy and correctness of the instrument in meeting research standards and covering the material.

Researchers determined content validity for their instrument by means of a panel of experts, a pilot test (see Pilot Study in this chapter), and confirmatory factor analysis (discussed in Confirmatory Factor Analysis later in this chapter). The panel of experts who reviewed various drafts of the instrument were: AFIT faculty members; Air Force Materiel Command Headquarters personnel, Social Actions and the Staff Judge Advocate for Labor Relations; Equal Employment Opportunity Commission; Air Force Military

Personnel Center, Survey Control Office; and the Defense Equal Opportunity Management Institute, Directorate of Research.

Correlation Coefficient and Reliability

The correlation coefficient is primarily useful for two reasons: (1) determining the extent to which a predictor test forecasts a criterion and (2) determining the reliability of tests (Nunnally, 1964:118). Reliability is concerned with reproducibility, stability, and encompasses the ideas of consistency - the degree to which the instrument reproduces consistent results (Emory and Cooper, 1991:185). Through reliability, we attempt to determine that our instrument is relatively free from random error.

There are three common methods for establishing reliability: retest, alternative-form, and internal consistency. Retest and the alternative-form methods require the measurement of the same group twice. In addition, alternative-form requires the execution of two instruments. Internal consistency is the "degree to which instrument items are homogenous and reflect the same underlying construct(s)" (Emory and Cooper, 1991:188). The determination of internal consistency is executed by the split-half method or performing a coefficient alpha, also often know as "Cronbach's alpha".

With the split-half method, one instrument is administered, and then the total set of items is divided in

half, the two halves are correlated to capture an estimate of reliability. There are numerous ways to partition items into halves, the most common approach is to divide an instrument by odd and even items, forming groups. The split-half "method usually gives an overestimate of the reliability" (Nunnally, 1964:110) because each method of item partitioning may result in different outcomes (because of standard deviation), which can be a major problem using this approach. The split-half method, with the Spearman-Brown prophecy formula, can be viewed as an approximation to the alternative-forms (Carmines and Zeller, 1979:41-50).

Cronbach's alpha is seen as a stronger measure of reliability than the split-half method "because it is the mean of all possible splits [which could be generated by the split-half method] and is not subject to this randomness and is therefore more stable" (Cortina, 1993:99). Therefore, the researchers selected the coefficient alpha to ascertain reliability for the pilot test. Results are cited in Table 1 and discussed later. The reliability for the actual survey was also established by using both the coefficient alpha and the split-half method. These results are presented in Table 3.

Pilot Study

A pilot test was executed with a sample size of thirty-six, 17 men and 19 women. The sample was comprised of Air Force Institute of Technology (AFIT) students, faculty, and

staff. Each respondent was asked to make comments on any of the 146 items in the 6 parts of the survey that they felt was unclear or required further consideration. The researchers then reviewed and evaluated respondent comments on the pilot test to identify any ambiguity, which might limit universal understanding among respondents. Comments and suggestions that were deemed valid by the researchers, resulted in items being altered or eliminated. The rationale for the changes was centered in three areas: grammar correction, confusing question construction, or extraneous material. All alterations to the final instrument were based on the results of the pilot test or due to the thesis committee comments.

In addition, statistical analysis was executed to evaluate relationships before refining the instrument. Frequency tables were constructed to enable quick reference on responses for each item on the survey. T-tests were executed on selected variables to evaluate if significant differences existed between the mean scores of men and women.

Reliability for the pilot test was measured using the coefficient alpha to measure internal consistency. Composite variables (areas of interest) were constructed from multiple items in the survey and a coefficient alpha procedure was executed. Based on the alpha results and comments from the pilot test respondents, a few items on the survey were eliminated due to poor design. In addition,

several items were eliminated in the formal actions and personal actions section because they were not correct in content or were not feasible in a government work environment. Another alpha procedure was then performed on the remaining questions. The data obtained from both alpha procedures for the pilot test are summarized in Table 1.

TABLE 1
FIRST PILOT SURVEY
CRONBACH'S COEFFICIENT ALPHA RESULTS

SURVEY SECTION	ITEMS	ALPHA	ADJUST ITEMS	ADJUST ALPHA
Experienced Harassment	6	.75	6	.75
Observed Others Harassed	6	.87	6	.87
Type of Harassment	6	.90	6	.90
Dealing With Harassment	18	.75	17	.80
Formal Actions	5	.95	2	.94
Personal Actions	17	.77	12	.70
Prevention Program	16	.90	12	.86
Organization Perception	20	.87	19	.90
Work Environment	16	.92	16	.92
Miscellaneous	14	.56	14	.56

Population and Sample

The population is all military and civilian personnel in the United States Air Force. A disproportionate stratified sample of the population was obtained. This sample was needed to obtain a larger representation of women in order to generalize the results more accurately. "A disproportionately stratified sample is one in which certain categories of participants are selected to be in the sample in greater numbers than they occur in the general population. These categories of participants are intentionally oversampled to ensure adequate numbers for statistical analysis within each category" (USMSPB, 1981: A-2) The one variable the sample stratified was gender (male and female). All respondents for the sample were selected from within AFIT, Wright-Patterson Air Force Base (AFB), Ohio. Master rosters of all students in the School of Engineering and School of Logistics and Acquisition Management were used to identify respondents. In addition, four Professional Continuing Education (PCE) courses at AFIT were identified because of their larger percentage (30 to 50 percent) of women. Finally, all women on the roster of the incoming graduate students in the School of Logistics and Acquisition Management were identified and given instruments. The total number of surveys distributed was 700 in anticipation of having a response of 350 responses. Military survey return rates are approximately 50 to 60 percent (Steel, 1993:1).

Instrumentation Development

A significant portion of the survey instrument was influenced by the 1980 and 1987 questionnaires on Sexual Harassment in the Federal Workplace, given by the United States Merit Systems Protection Board because it was the most complete questionnaire to date (USMSPB, 1981:C-4; USMSPB, 1988:3). Two unique aspects of our research instrument are the two sections which measure empowerment and self-efficacy. The section on empowerment and self-efficacy (organization perceptions) was based on the survey developed by Pareek to measure role-efficacy (1980:105). Role-efficacy reflects the self-efficacy of an individual in relation to their organization. This approach was selected because sexual harassment and gender discrimination are directly linked to the work environment. The researchers investigated how the perception of an individual's empowerment and/or self-efficacy might influence their ability in understanding and confronting sexual harassment.

Instrument Design. The survey was structured into four parts. Part I, Background Information, requests demographic data from each respondent to be used to determine individual differences. Specific information included: civilian grade or military rank; total federal service time; gender of immediate supervisor; gender; race or ethnic background; age; educational level; marital status; and receipt of organized sexual harassment training.

Part II is comprised of four sections. The first section asks nine series of three questions: 1) to label whether certain behavior is sexual harassment; 2) has the person been a target of this behavior; and 3) has the person observed others being the target of this behavior. In the next section, empowerment and self-efficacy, individuals evaluate their role in their organization. The third section seeks individual perceptions of the effectiveness of actions that deal with sexual harassment, and ascertains an individual's feeling of empowerment. The fourth section asks to what extent the respondents feel a person's gender influences management decisions, and also their perceptions regarding their work environment and training.

Part III, looks at two areas of interest. One section addresses the perception of the impact of various personal actions in stopping sexual harassment. The second area requests the respondents perceived effectiveness of various elements in designing a prevention program for sexual harassment.

Part IV has five open-ended questions to capture information that might otherwise be missed by the limited responses provided in the previous items or overlooked in the instrument development by the researchers. Open-ended questions enable respondents one last opportunity to share their perspectives (Dillman, 1978:87). In addition, Schuman and Presser explain the use of open-ended questions by stating:

There appears to be two principal arguments for using open questions in attitude surveys despite their greater inefficiency. First, closed questions constructed in an a priori way may fail to provide an appropriate set of alternatives meaningful in substance or wording to respondents. The second argument is that respondents are apt to be influenced by the specific closed alternatives given, and that a more valid picture of respondent choice is obtained if they must produce an answer themselves. (1981:81)

Each question on the survey instrument has been directly identified with either a research objective and/or investigative question and tracked to its author and/or reference (Appendix B). The final survey used for the data collection consists of 145 questions in four parts (Appendix C), with answers being recorded on optical scan sheets (AFIT Form 11E). Based on data taken during the pilot test, the estimated time for survey completion was 35-45 minutes.

Except for the Part I and IV, demographics and open-ended questions, attitudinal scales were used to collect data. The pilot survey had six scales used throughout the various sections. In the final survey, two scales, Likert-type in design, were developed for ease on the respondents. The advantage of a scale is every item should be marked, increasing reliability. In addition, an odd number of responses are provided, which allows respondents to select a neutral choice (i.e., "no effect" or "borderline"). Table 2 reviews the two scales used for Part II and III.

TABLE 2
LIKERT-TYPE SCALES

PART II SCALE	PART III SCALE
1 = Decidedly disagree	1 = Very ineffective
2 = Moderately disagree	2 = Somewhat ineffective
3 = Slightly disagree	3 = Borderline
4 = Borderline	4 = Somewhat effective
5 = Slightly agree	5 = Very effective
6 = Moderately agree	
7 = Decidedly agree	

Instrument Reliability. In order to evaluate reliability of the final survey, items in the survey were separated into sections based on their purpose in measuring one variable. The purpose was to evaluate the internal consistency of the instrument. For example, one section of 18 items that focused on gender discrimination was grouped together for reliability analysis with Cronbach's alpha. Additionally, the split-half method, using an odd-even partition was performed on each section.

The coefficient alpha value depends on the average intercorrelation and the number of items in the scale (Carmine and Zeller, 1979:45). Since the odd-even partition effectively reduces the measurement items in half, "a correction must be made to obtain reliability of the whole test, not just the half tests" (Nunnally, 1964:545). The correlation for the odd-even partition generated by SAS was introduced into the Spearman-Brown prophecy formula to adjust for comparison to the Cronbach's alpha.

The equation used for the Spearman-Brown prophecy formula was:

$$r_{sh} = \frac{2r}{1+r}$$

This formula compensates for the fact that the correlation between two half-tests will be lower than the correlation between two complete tests. The use of this formula probably will lead to an overestimation of the reliability because chance day-to-day errors will be correlated. However, this method will provide a closer estimation of the true reliability than will the use of the uncorrected r based on two half-tests (Hardyck and Petrinovich, 1976:226).

Therefore, the result is the Cronbach's alpha renders a more conservative measurement for reliability. The results of both the Cronbach's alpha and split-half reliability are presented in Table 3.

TABLE 3
RELIABILITY ANALYSIS
CRONBACH'S ALPHA AND SPLIT-HALF METHOD

SURVEY SECTION	ITEMS	r_{xx}	r_o	r_{sh}
Defining Sexual Harassment	15	.858	.762	.865
Target of Harassment	9	.730	.618	.764
Observed Others Harassed	9	.833	.764	.866
Dealing with Harassment	16	.490	.295	.456
Impact of Training	3	.662	.522	.685
Personal Actions	13	.623	.669	.801
Design a Prevention Program	13	.859	.761	.864
Empowerment and Self-Efficacy (Organizational Perception)	20	.924	.899	.947
Work Environment Perceptions	10	.299	.287	.446
Gender Discrimination	18	.948	.922	.959

r_{xx} = Cronbach's Alpha

r_o = Split-Half (Odd-Even) Unadjusted

r_{sh} = Split-Half Adjusted by Spearman-Brown

The only low coefficients are associated with the sections on "Dealing with Harassment" and "Work Environment". The Cronbach's alpha for the "Dealing with Harassment" section was .75 during the pilot test, but went down significantly during the actual survey. The "Work Environment" items (previously labeled miscellaneous in the pilot test) are a combination of items that did not fit well in any other sections, therefore the lower coefficient value is understandable. The researchers still used these items

though, because data might be useable in analyzing other variables.

Confirmatory Factor Analysis. Factor analysis uses statistical techniques to identify composites of interrelated variables (Carmines and Zeller, 1979:59). These composite variables, known as factors are not correlated with each other, but account for the common variance in the data as a whole. "Common variance is that portion of the total variance which correlates with any other variable" (Fruchter, 1968:45). The amount of common variance explained by the factors is called communality.

Confirmatory factor analysis provides self-validating information about the number of factors (composite variables) and the nature of the relationships among those factors and specific loadings (Kim and Mueller, 1978:46). The numerical loadings (observed correlation), indicate the degree to which each variable is influenced by a given factor. "The higher the factor loading, the more the particular item contributes to the given factor" (Carmines and Zeller, 1979:59). Each variable will load onto one factor based on its highest value.

The only requirement of any confirmatory factor analysis is for the researcher to hypothesize before hand the number of common factors, which should be based upon an understanding of the nature of the variables under consideration, as well as an expectation concerning which factor is likely to load on which variables. Then one evaluates whether the observed data structure deviates 'significantly' from the hypothesized structure. (Kim and Mueller, 1978:55)

Hypothesis for Confirmatory Factor Analysis. The researchers felt the breakout of sections of survey items used originally for reliability analysis for the coefficient alpha and split-half method represented the respective factors. The results of the reliability were used to narrow down prospective factors. Specifically, any survey section which had an alpha and split-half value of .7 or greater was used to hypothesize a factor. Factor analysis takes into consideration the fact that items measure a factor unequally. This is important, because reliability normally implies that items measure a single phenomenon equally. Which is usually never the case (Carmin and Zeller, 1982:59). The six hypothesized factors and their respective item numbers from the survey are compiled in Table 4.

TABLE 4
HYPOTHESIZED FACTORS

SURVEY SECTION	SURVEY ITEM NUMBER
Label Sexual Harassment	12, 15, 18, 21, 24, 27, 30, 33, 36, 40, 41, 43, 44, 45, and 46
Target of Harassment	13, 16, 19, 22, 25, 28, 31, 34, and 37
Observed Others Harassed	14, 17, 20, 23, 26, 29, 32, 35, and 38
Organization Perception	48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, and 67
Gender Discrimination	84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, and 101
Design Prevention Program	128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, and 140

Results of Varimax Rotation. Initially, the factor analysis was unrotated using six factors. Then the varimax option with orthogonal rotation was executed with 6 factors (see factor pattern in Appendix E). It is considered one of the best orthogonal rotations because it reduces the variance equally among the factors (Schuessler, 1971:126). "Each factor is defined by those items that are more highly correlated with each other than with the other items" (Carmines and Zeller, 1982:59). The percentage of total variance explained by the factor analysis was 46.5 percent (84 items divided by the total variance explained of 39.06). A recap of the variance explained by factor analysis is offered in Table 5.

TABLE 5
VARIANCE EXPLAINED BY VARIMAX ROTATION
CONFIRMATORY FACTOR ANALYSIS

FACTOR	HYPOTHEZIZED LOADINGS	ITEMS LOADED	EIGENVALUE (EXPLAINED VARIANCE)
1	18	18	10.32
2	20	20	8.64
3	9	18	6.57
4	15	13	5.56
5	13	13	5.04
6	9	2	2.93
TOTALS	84	84	39.06

Four of the hypothesized factors loaded 100 percent as predicted by the researchers. The four factors were: (1) Gender Discrimination, (2) Empowerment and Self-Efficacy (Organization Perceptions), (3) Designing A Prevention Program and (4) Target of Harassment and Observed Others Harassed. NOTE: The researchers originally thought Target of Harassment and Observed Others Harassed were separate factors, but when these two sections loaded 100 percent on one factor (Factor 3), a change was made. Each one, Target of Harassment and Observed Others Harassed, consists of nine sets of three questions that correspond to an example of specific behavior. For example:

12. I would label unwelcome letters, telephone calls, or materials of a sexual nature as sexual harassment.

13. I have been the target of the type of behavior listed in Question 12 in the last 12 months.

14. I have observed the type of behavior listed in Question 12 encountered by others in the last 12 months.

The series of two questions (13 and 14) are extremely similar, which resulted in a factor pattern which loaded 100 percent on one factor.

Factor 4, Defining Sexual Harassment, loaded 13 of the 15 items from the survey as hypothesized by the researchers. The two questions that did not load on the factor with the others were:

21. I would label a "pat on the back" as sexual harassment.

44. I would label the comment, "You look nice today." as sexual harassment.

Neither of these questions as written reflect sexual harassment as such. The researchers purposely selected two items to ensure respondents did not carelessly answer these items on the survey. The responses for these two questions are clearly diametric, compared to the 13 other questions in Factor 4 (see Figure 10 for the actual responses to the 15 items in the Defining Sexual Harassment section). Two questions, (21 and 44), more closely associated with Factor 6. In addition, it is not uncommon to have one factor which attracts miscellaneous variables, even though this was not the original intention of the researchers. The results strongly indicate that the questions, as structured by the researchers, measure specific constructs.

Data Collection

The final survey was mailed or hand delivered to the respondents. The package included: a cover letter (signed by researchers), scan sheet, instructions, and self-addressed return envelope. The respondents were given up to four weeks to complete the questionnaire and return it to the researchers in order to be included in the data processing and analysis.

The raw data on the scan sheets were optically read into a computer file. There were some situations where respondents did not complete the entire survey. In these cases, the researchers selected to use only forms that had 100 or more items answered. The 100 items represented just over 70 percent of the data, including the demographic data, and the researchers felt this data was still beneficial.

Statistical Analysis

The data collected with the instrument was evaluated by hand and computer. The desired confidence level selected for all tests was 95 percent, unless otherwise indicated. The tradeoff between sample size and confidence level becomes too vast if the confidence level goes lower than .05, yet above .05, it becomes less desirable for interpreting results with certainty (Steel, 1993:2). The majority of statistical procedures was executed using SAS, version 6.

t-Test. There are two key purposes for t-test: (1) independent samples t-test to compare scores of two groups and (2) paired or matched t-test for comparisons of samples. Most often, t-tests are performed to compare means of two groups. Specifically, if the mean of the first group μ_1 , is or is not equal to the mean of the second group μ_2 . If the difference is significant ($p < .05$), the researcher can conclude the two means are probably not equal. The performance of t-tests for this thesis focused on demographic data and their relationships to attitudinal items ranging from defining sexual harassment to designing a prevention program. The specific variables were: gender, gender of immediate supervisor, supervisor, marital status, and having received organized sexual harassment training.

Analysis of Variance (ANOVA). The ANOVA was used to compare groups in terms of mean scores to determine if there are differences. The key advantage to the ANOVA is it allows use of two or more variables for analysis. Demographic data was used to develop possible associations between variables. In addition, composite variables and hypothesized constructs were aggregated and evaluated against various data. Also part of the ANOVA is the multiple comparison using Tukey. There are several procedures available for making multiple comparisons of a set of treatments, including Bonferroni, Fisher, Scheffé, and Tukey. Bonferroni is a conservative estimate. Fisher and Scheffé both use the "F" statistic. Fisher shows the

least significant difference and is only appropriate when the original "F" test was rejected for equal means. "If you are only interested in the difference in means, the Tukey comparison gives tighter intervals than Scheffé" (Williams 1992:17-11). If zero is part of the confidence interval, the means are not significant. Tukey comparisons were used to identify differences in means of treatments of demographic variables.

Stepwise Regression. In an attempt to determine if there might be any predictors for the dependent variables, stepwise regression was performed. Two details will determine rather a variable will enter and stay in the model (final output): (1) correlation with criteria and (2) intercorrelation with the other predictors. Stepwise was selected because it only keeps variables in the model that are significant. The default for significance in the stepwise regression models for this thesis was $p < .15$. If "F" is significant, it indicates that the model explains a portion of the variation in the data. Stepwise was used by the researchers to evaluate the two hypothesized constructs for empowerment and self-efficacy.

Chi-Square (χ^2). The χ^2 was used as a test of independence. "A researcher might be interested in determining whether or not the observations are significantly different from what might be expected by chance" (Huck, Cormier, and Bounds 1974:218). Often for independent samples, χ^2 are based on the contingency tables.

The researchers used contingency tables and the χ^2 test for analysis of the data to answer the investigative questions C (formal and informal steps for handling harassment), D (gender discrimination), E (impact of training) and F (demographic relationships to perceptions of sexual harassment). The purpose of the χ^2 is to determine if the difference in the actual observations are significant from the proportion of the total area that would be expected by chance deviation from the respective distribution (Hardyck and Petrinovich, 1976:167). Contingency tables used to execute the χ^2 tests, were collapsed if necessary to eliminate warning messages generated because of small expected cell sizes.

Methodological Assumptions and Limitations

There are several critical assumptions upon which the statistical analysis was based, namely:

1. The observations from the individual responses on the instrument are accurate and represent the honest opinions of those surveyed.
2. The observations from the sample represent a normally distributed population and have equal variances. By using the Likert-type design, the researchers "assume that individuals differ in the strength of their agreement with a given item, and that hypothetically continuous measures of that strength will be normally distributed in the population" (Schuessler 1971:322). Neter and Wasserman

confirm that the lack of normality (as long as it is not extreme) is not an important factor for analysis of fixed effects models. They also point out that unequal error variance with "the F test for the equality of means with the fixed effects model is only affected if all factor level sample sizes are equal" (1974:514). However, the factor levels of demographic variables in the ANOVAs and multiple comparisons that follow do not have equal sample sizes. This combination of possible unequal error variance and unequal sample sizes should bring caution to any results for ANOVAs and multiple comparisons in Chapter 4.

3. The responses are independent. Therefore the measurements obtained from one respondent cannot affect the measurement of another.

4. The responses from the Likert-type designs are near interval scale in nature. The researchers realize the measurement data collected using Likert-type designs only approach interval scale and remain ordinal. However, "in general, we are perfectly safe in calculating any statistic [nonparametric or parametric] we want on any set of measurements that have the properties of an ordinal scale. There is definitive evidence that statistics calculated on ordinal measurements are just as reliable and meaningful as statistics calculated on interval or ratio scales of measurement" (Hardyck and Petrinovich, 1976:27). In addition, Likert model assumptions lead to a linear combination of items and so do an interval scale, thus

beyond simply ordinal characteristics (Sonquist and Dunkelberg, 1977:263).

Possible limitations maybe a low response rate and/or skewed responses. Of more concern though is external validity. "External validity asks the question of generalizability" (Campbell and Stanley, 1963:6). Generalizability is based on a sample and the nature of the population. Since the sample is limited to AFIT, the geographical location and organizational mission of the sample may not directly mirror the entire population of the USAF. This could affect the external validity and therefore limit the generalizability of this sample to the intended population. Difficulties in the generalizability of the thesis findings to the general United States work force may also be a significant limitation. Though the population consists of USAF personnel, both military and civilian, who reflect a broad base of backgrounds and occupations, by its very nature the infrastructure of the USAF is unique and may not be applicable to other cases. Notwithstanding the above, this thesis does have the commonality with the general population in that the sample consisted of predominately support and not operational personnel.

Summary

A mail survey was determined to be the most efficient means for collecting data to answer the objectives and investigative questions set forth in this thesis. Multiple

items were asked in the survey to check for consistency and increase reliability. Approximately one-third of the actual instrument were based on two previous federal government surveys (USMSPB, 1981; USMSPB, 1988), while additional sections were designed to measure self-efficacy and empowerment (Pareek, 1980). The instrument was pilot tested to ensure reliability and increase validity.

Surveys were sought from a disproportionate stratified sample of men and women personnel at AFIT. All data collected was recorded and statistically evaluated in Chapter 4. Chapter 5 presents the conclusions and recommendations based on the results.

IV. Data Description and Analysis

Overview

In this chapter, the data collected from the survey respondents is presented in conjunction with the analysis of the results. Specifically, this chapter addresses the special points of reference for analysis, survey response rates, results of demographic data, items responses by survey sections, and open-ended questions. Next, the six investigative questions are individually evaluated through the use of several statistical tests. All demographic data, unless specifically needed for the last investigative question is integrated within each of the other investigative questions to provide a comprehensive and cohesive approach. T-tests are conducted to determine any differences in means of two groups; as are contingency tables and chi-square tests accomplished to test independence of groups. Also, models of constructs of empowerment and self-efficacy are hypothesized and tested using stepwise regression. Lastly, ANOVA, and Tukey Tests for multiple comparisons is used to identify possible predictors and associations in explaining the variance of key variables.

Special Points of Reference for Analysis

All figures are based on the actual responses retrieved from the instrument. In some cases, not all respondents

answered each of the questions. Therefore, response numbers cited do not always equal the total sample size of 306. All calculations, including percentages, are based on the actual responses received for each item and are rounded to the nearest whole number.

Survey Response Rate

AFIT resident graduate students and faculty comprised the majority of survey respondents. In addition however, to increase the sample size of women, four PCE courses were identified because of high percentage of women participants. The actual survey distribution and the response rate are listed in Table 6.

TABLE 6
DISTRIBUTION AND RETURN RATE OF SURVEYS

	SURVEYS
Graduate Students, School of Logistics	218
Graduate Students, School of Engineering	304
Faculty and Staff, School of Logistics	55
PCE Students	<u>78</u>
TOTAL SURVEYS DISTRIBUTED	655
TOTAL SURVEYS RETURNED	326
UNUSABLE SURVEYS	<u>-20</u>
TOTAL USEABLE SURVEYS	<u>306</u>
SURVEY RESPONSE RATE	47%

Results of Demographic Data

Part I of the survey instrument consisted of 12 demographic questions for each respondent to complete. This information was the basis for determining differences in mean response rates among groups of individuals. This section reviews the demographic data complied from respondents.

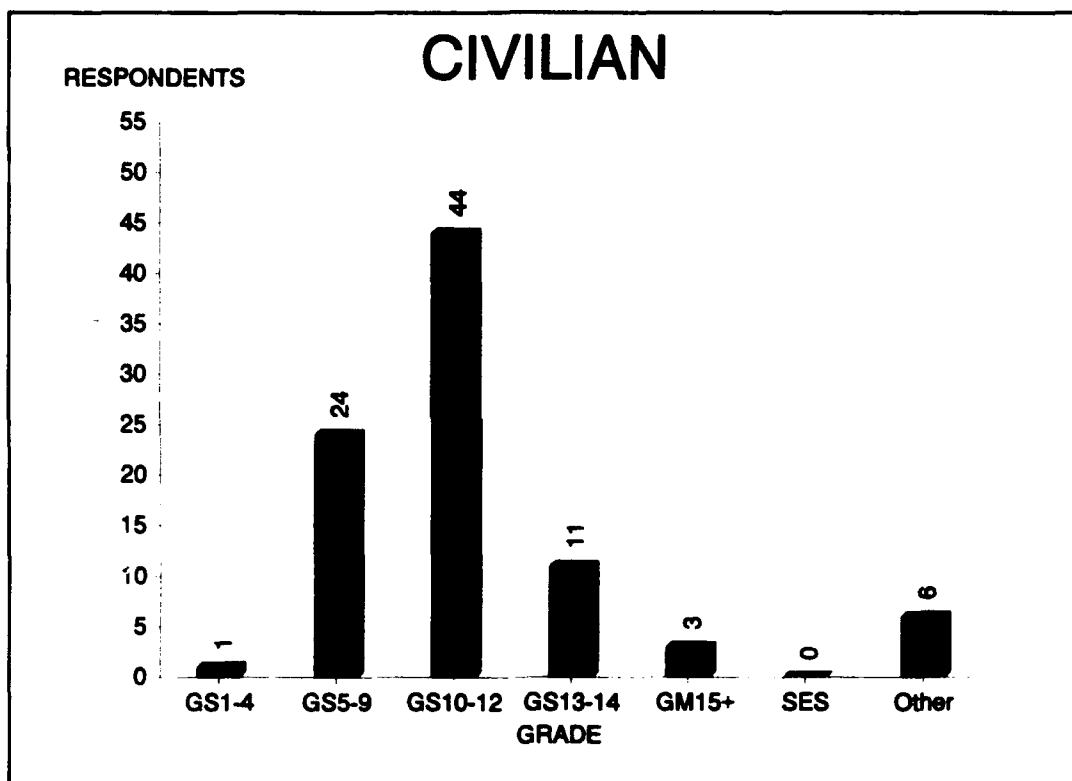


Figure 1. Civilian Grade of Respondents

Civilian. Eighty-nine civilians participated in the research, as shown in Figure 1. There was only one respondent in General Schedule (GS) 1-4, 24 in the grades of GS 5-9, and the largest representation in grades GS 10-12 with 44. Eleven respondents were in GS/GM grades 13-14,

three in the GM 15 and above, and zero in the Senior Executive Service (SES) category. Respondents not fitting in any of the above categories chose Other, which had six responses. The large number of civilians in the GS 10-12 category is reflective of the requirement that for the PCE classes sampled, an individual must have attained a certain grade level, or have had a certain number of years in a particular career field.

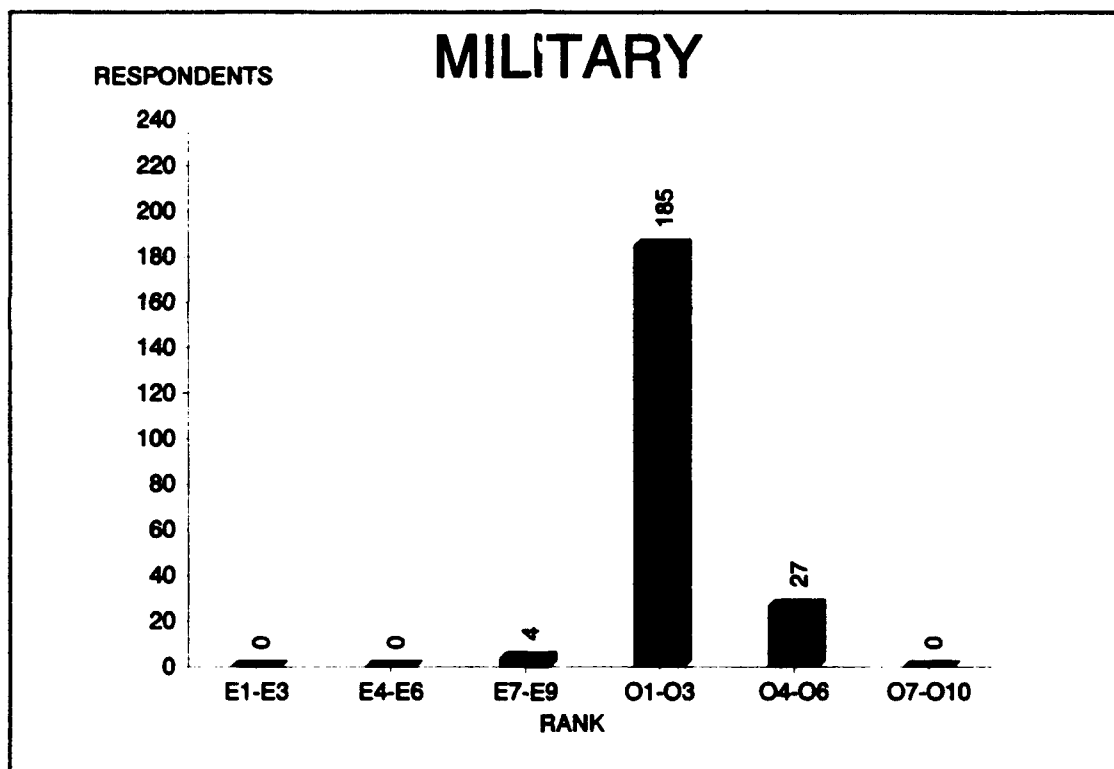


Figure 2. Military Rank of Respondents

Military. The majority of individuals who participated in the survey instrument, 216 out of 306 respondents, were

active duty personnel. Within this number were 212 officers. Based upon the almost exclusive Air Force composition of the AFIT classes, with minimal other service and foreign military attendance, it is expected that the composition of the respondent group would be similar, though this was not specifically addressed. In addition, the typical rank of the AFIT military student is in the company grade range, which is also reflected. There were zero respondents in the E1-3 (Airman), E4-6 (Non-Commissioned Officer) and, O7-12 (General Officer) categories. Four respondents were identified in the ranks of E7-9 (Senior NCO), with the majority (185 individuals) at the Company Grade Officer level of O1-3. The remaining twenty-seven respondents were Field Grade Officers O4-6. The distribution of military members by rank is illustrated in Figure 2.

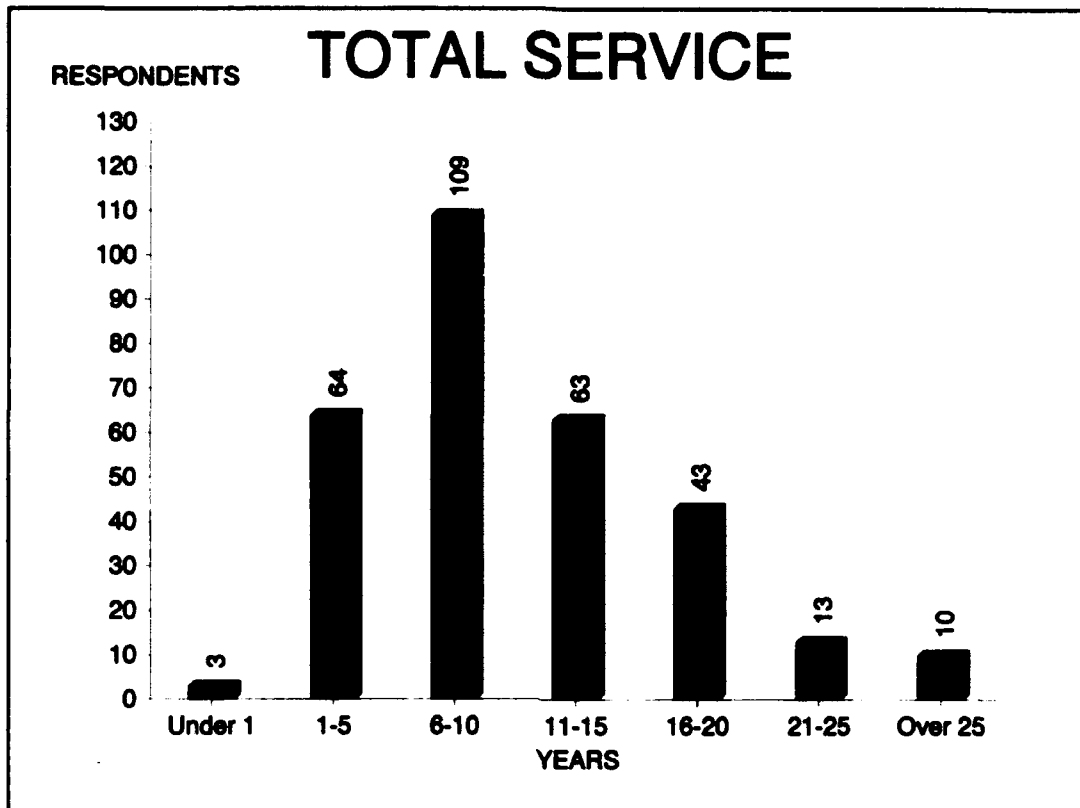


Figure 3. Total Federal Service Time of Respondents

Total Federal Service. All of the respondents were federal government employees. The total service times for individuals were collected within the respective categories outlined in Figure 3. Three respondents had less than 1 year of total federal service, 64 had 1-5 years, and the majority of individuals, a total of 109, had 6-10 years of service. In the 11-15 year category there were 63 responses, with an additional 43 in the 16-20 years range. All remaining respondents were broken down as follows: 13 respondents had 21-25 years of service and 10 had over 25 years.

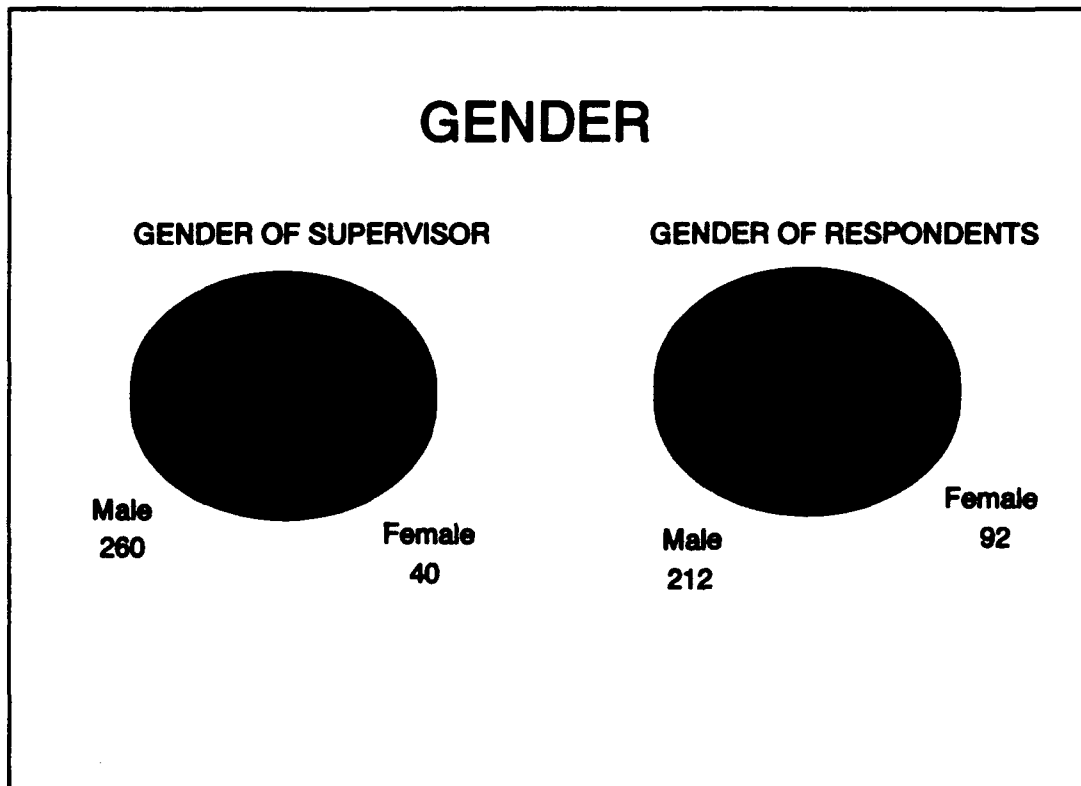


Figure 4. Gender of Immediate Supervisor and Gender of Respondents

Gender of Immediate Supervisor. Two-hundred and sixty of the respondents had males for their immediate supervisor. The remaining 40 individuals had female supervisors.

Gender. Each individual's gender was requested. There were 212 males out of the 304 who responded to this item. The remaining 92 were female. Figure 4 provides this data and information on the gender of the respondent's immediate supervisor.

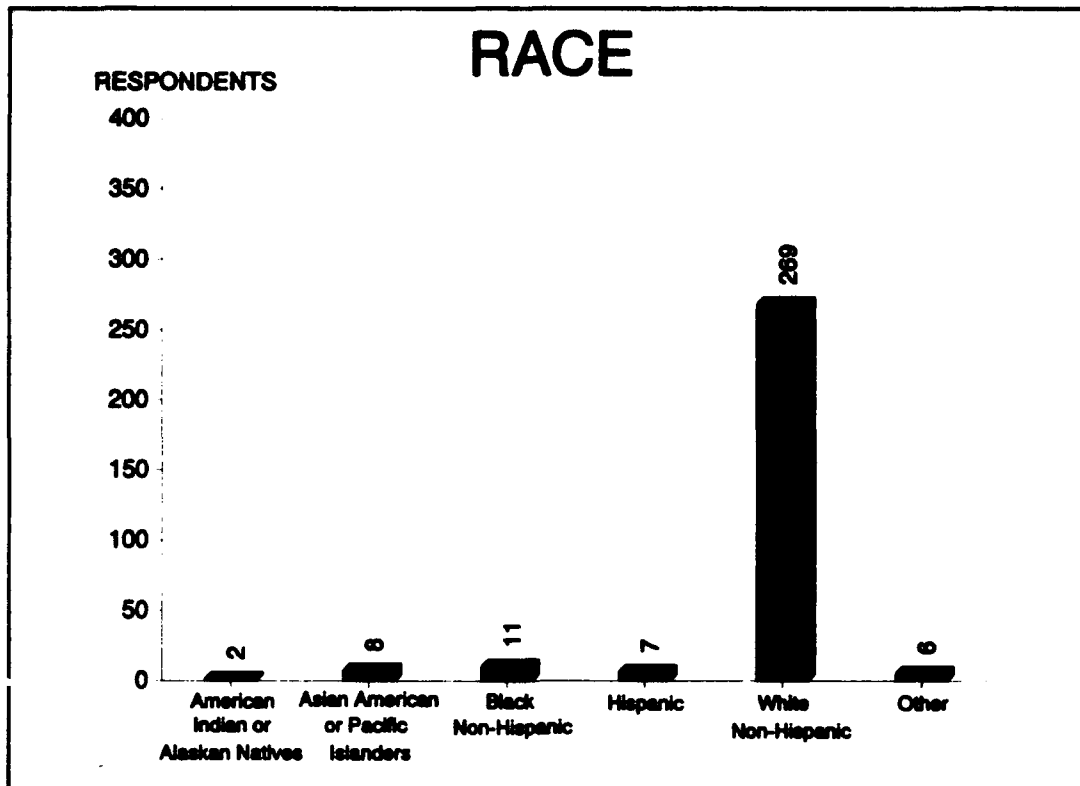


Figure 5. Race of Respondents

Race. The races of the respondents were collected in categories established by draft Air Force Instruction (AFI) 36-27, para 2.27.6.1. Figure 5 shows the actual responses. There were two American Indian or Alaskan Natives, and eight Asian American or Pacific Islanders represented in the survey. Blacks (Non-Hispanic) respondents totalled eleven, and Hispanics seven. The majority of respondents, 269, were White, Non-Hispanic. Of the 303 responses for this question, six were classified as Other.

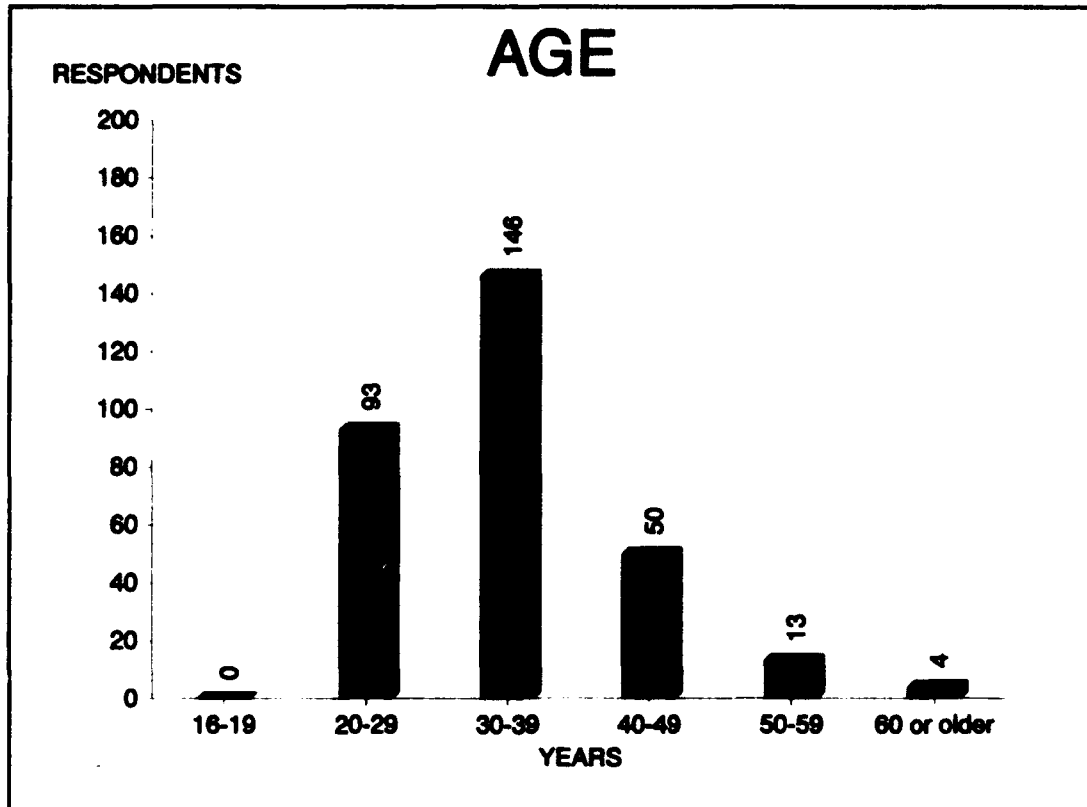


Figure 6. Age of Respondents

Age. The age distribution of the 306 respondents is shown in Figure 6. There were zero respondents recorded in the 16-19 years old category. In the 20-29 years old range, 93 individuals participated in the survey, and in the 30-39 years old range, 146 responded. Between 40-49 years there were 50 responses, and between 50-59 years there were 13 additional ones. Only 4 respondents stated they were 60 or older.

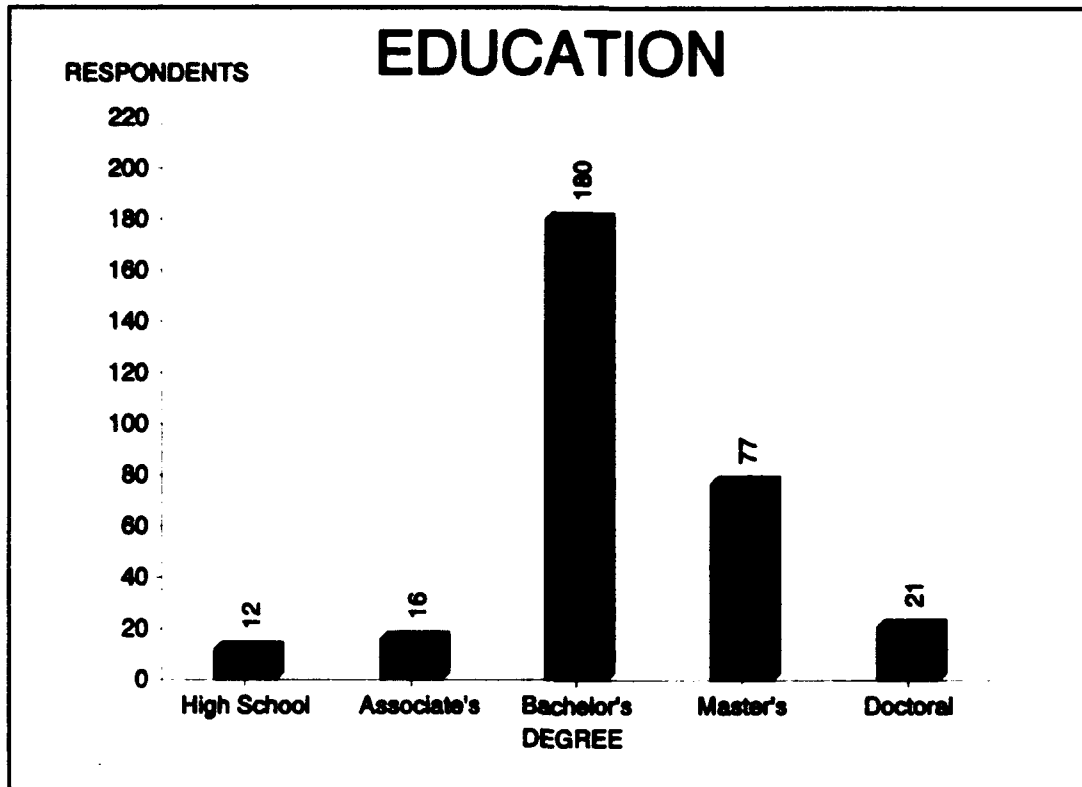


Figure 7. Educational Levels of Respondents

Education. The highest educational levels achieved by respondents were collected and the results displayed in Figure 7. There were 12 individuals with high school degrees, and 16 people with an Associate's Degree. The majority of the respondents taking the instrument, 180 had achieved their Bachelor's Degree. Of the remaining sample responses, 77 had obtained a Master's Degree and 21 had completed their Doctoral Degree. The high percentage of bachelor's and master's degrees are representative of the fact that the majority of respondents are in the AFIT graduate program.

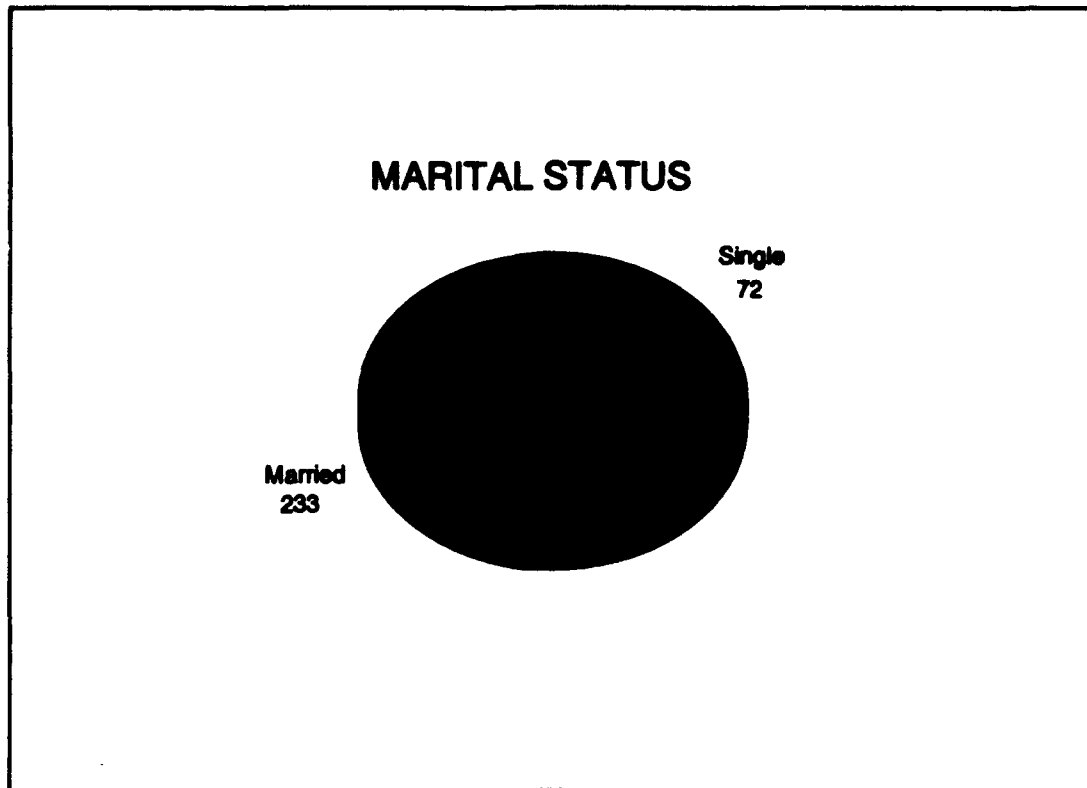


Figure 8. Marital Status of Respondents

Marital Status. The marital status of individuals participating in the survey are provided in Figure 8. There were 72 single respondents and 233 married respondents.

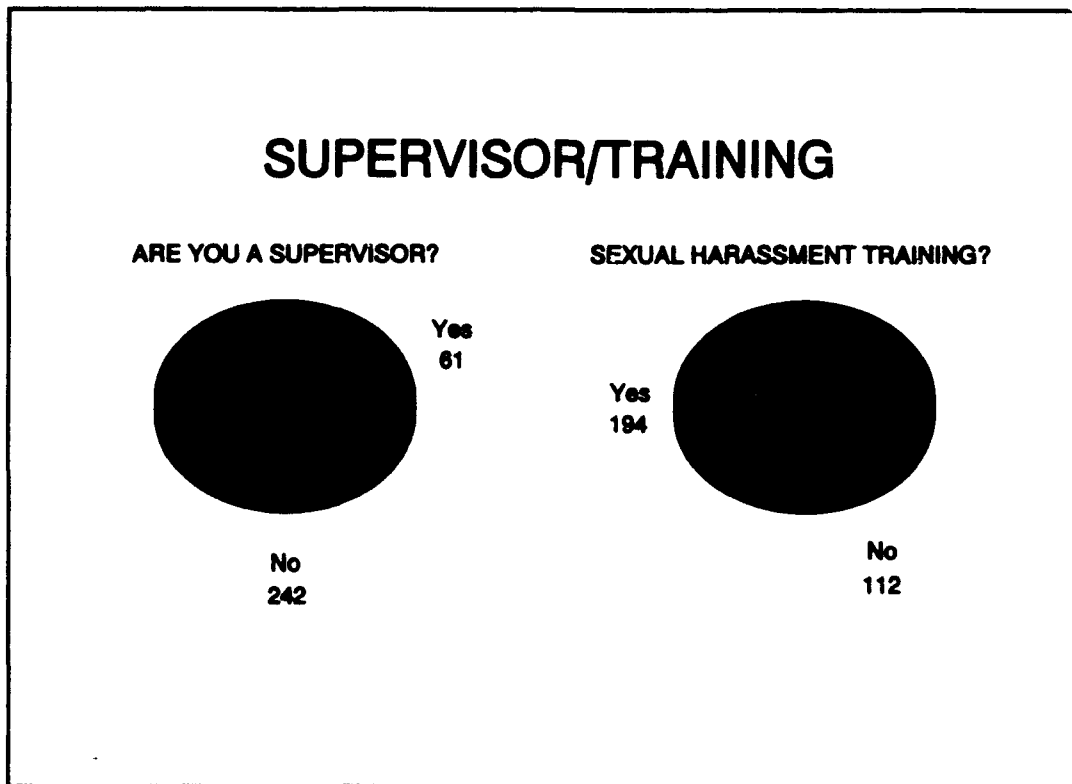


Figure 9. Supervisory Position and Training

Supervisor. Figure 9 depicts the data from the questions "Are You A Supervisor?" and "Have you ever received any type of organized sexual harassment training?" There were 61 individuals who answered affirmatively to being a supervisor and 242 are not supervisors. The low number responding affirmatively may be partly reflective of the fact that approximately two-thirds of the respondents are part of the AFIT resident graduate program and currently not in a supervisory capacity.

Sexual Harassment Training. Of those responding, 194 had received some type of organized sexual harassment

training. The 112 remaining had not participated in sexual harassment training at the time of the survey. Based upon the fact that the Air Force has determined that all members have sexual harassment training, the numbers of untrained personnel reflect the fact that the training program had not been completed. This also provides the opportunity for a comparison of the trained and untrained groups.

Results of Responses of Items by Survey Sections

Parts II and III on the survey consisted of 131 questions in eleven sections. The individual responses were recorded on optical scan sheets completed by the respondents. Their selections were chosen from one of two Likert-type scales. A disagree/agree scale was used for Part II and an ineffective/effective scale was used for Part III (see Instrument Design in Chapter 3).

The sections on defining sexual harassment, target of harassment, and observed others harassed are closely related. First, in defining sexual harassment, a baseline was established to see if the respondent could determine if a behavior was sexual harassment; then the individual was asked if he/she was a target of the specified behavior; and finally if he/she had observed that behavior occurring to others. Also, the defining sexual harassment section (describing mostly overt behaviors), was used in conjunction with the gender discrimination section (comprised of subtle behaviors), and the feeling items (both subtle and overt behaviors) to determine if respondents would differentiate between the specific behaviors. Other sections, organizational and work environment perceptions, were used to establish the constructs of empowerment and self-efficacy.

Each section is segregated with their respective items. The general trends from the actual responses are discussed by section and items are evaluated individually and as a

section. In addition, bar charts of each section, using a 100 percent stacked column format of frequencies, are provided for easy visualization of each item in the section. The actual frequency count for each item in Part II and Part III are tabulated in Appendix D for easy reference.

Defining Sexual Harassment. The intent of the 15 questions in this section was to determine if the respondents could identify sexual harassment. The questions involved overt physical acts (items 15, 18, and 24); and some type of verbal or written behavior (items 12, 27, 30, 33, 36, 40, 41, 43, 45, and 46), many of which were described by Gruber (1992:452) in Chapter 2. While the description of the behaviors used for the above questions were brief and not detailed, the researchers wanted to give just enough information for a respondent to determine their personal perceptions to a given behavior (see Figure 10 on page 85).

The researchers purposely added two items, 21 and 44, to the survey describing behavior that was very ambiguous and could not be defined properly as sexual harassment based upon the information given. Only in conjunction with more specific situational conditions, might these items be classified as sexual harassment. The intent was to determine whether individuals could differentiate the behavior in these two items from the more overt actions commonly considered as sexual harassment. As seen in Figure 10, the responses were clearly different on items 21 and 44

as compared to the other 13 items in this section. These two items had large blocks of strongly disagree responses. Item 21 which asked respondents to label whether they felt receiving a "pat on the back" was harassment received 157 responses as decidedly disagree. The other question that was purposely vague was item 44 which asked respondents to label if the comment "you look nice today" was harassment, which received 212 decidedly disagrees. The difference between the two response block totals may in part reflect the fact that one of these items refers to physical behavior, while the other is verbal.

The remaining responses for the 13 items generally formed a large block of either strongly agrees or decidedly disagrees, even though the total responses in each block differed depending upon the type of question asked. The largest block of strongly agree responses (282) occurred on item 27, which covered unwelcome pressure for sexual favors, followed by item 15 (230 responses), which addressed deliberate touching or pinching, and next item 30 (173 responses) addressed being denied work opportunities because another individual had a sexual relationship with a supervisor.

The item getting the weakest block of strongly agrees (125 responses) that was not split among all choices, was item 40. This item dealt with verbal harassment (as defined by Gruber) that addressed comments regarding appearance equalling job success. Three items had responses that were

split pretty evenly throughout all of the Likert scale. Items 41, 45, and 46 all refer to types of verbal conduct. In item 41, questions revolved around having an affair, and dating a married man/woman. There were only 54 strongly agrees, 38 decidedly disagrees, and the remainder of the approximately 200 people divided in the other categories. Item 45 asked the comment "I need some TLC", and had 31 strongly agrees, and 39 disagrees, with the remainder divided. For this item the moderately agree and disagree scored the highest of the seven responses with 66 and 13 choices respectively. Lastly in item 46, harassment dealt with rumors about an individual's sexuality. The splitting of the responses reflects the difficulty in defining harassment without knowing the context of the conversation. In this case, there were 53 strongly agrees, 21 decidedly disagrees, with the remainder being divided in the other categories.

DEFINING SEXUAL HARASSMENT

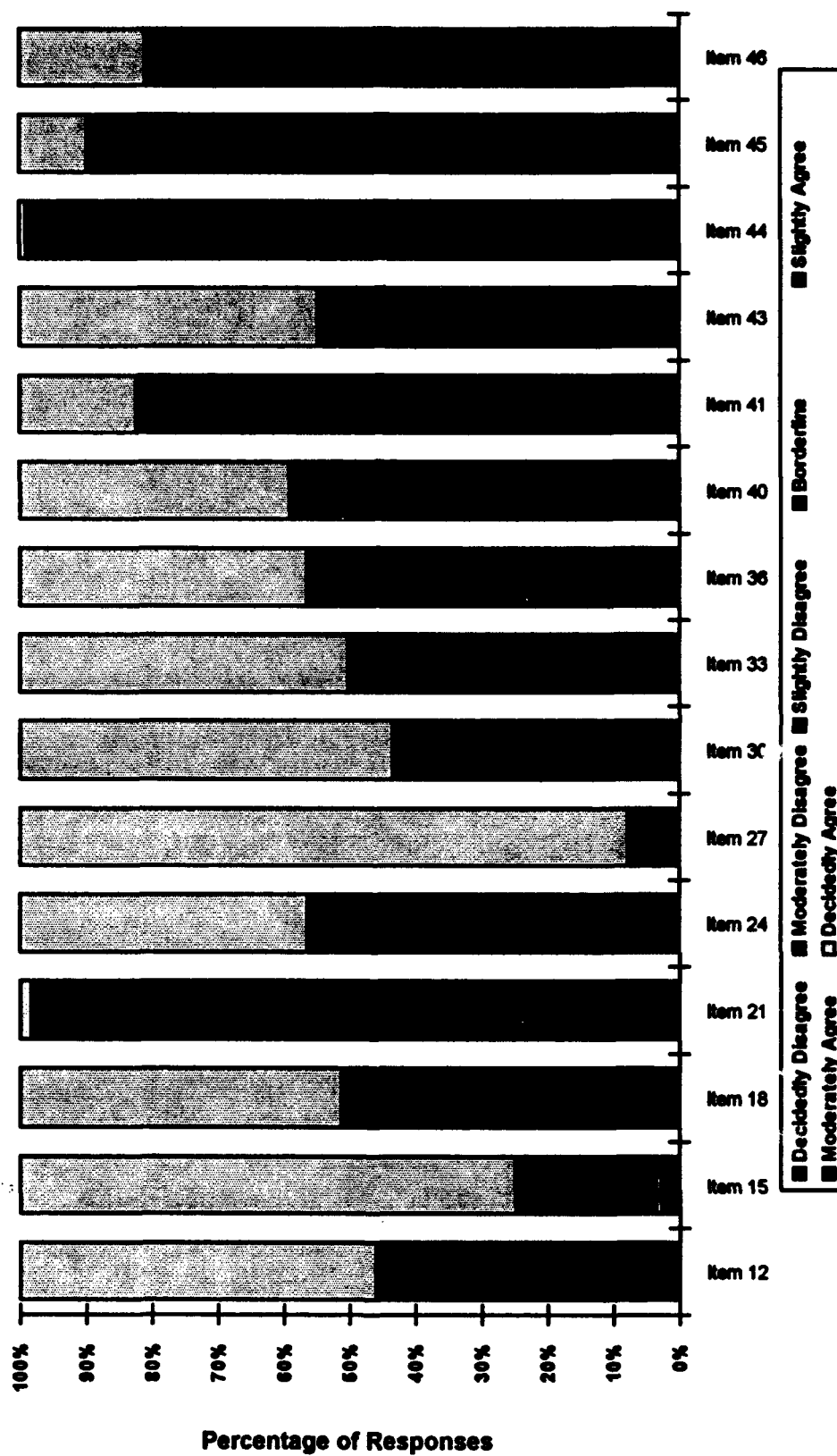


Figure 10. Defining Sexual Harassment, Actual Responses

Target of Harassment. The nine target of harassment items asked the respondent if he/she had been the target of the behavior described in the first nine questions in the defining sexual harassment section. Once again there was a large block of responses clustered together (see Figure 11 on page 87). The average percentage of respondents who responded decidedly disagree for all nine items was over 78 percent. In all items but one (item 22), the responses overwhelming stated that they had not been the target of harassment. The item receiving the largest number of decidedly disagrees was item 31 with 278 responses. The question addressed being denied work opportunities because of sexual conduct between an individual and supervisor. Item 28, had 283 respondents saying they had not been a target and 7 saying they had been a target of behavior which dealt with unwelcome pressure for sexual favors. The item that had the fewest decidedly disagrees was item 22. This question addressed "a pat on the back" behavior and produced mixed results as with the defining sexual harassment question, item 21. Only 117 responded decidedly disagreed, with 91 strongly agreeing, with the rest of responses spread among the other choices. This usual block of responses for this section was 93 lower than for any other item, which was expected given the intent of the question.

TARGET OF HARASSMENT

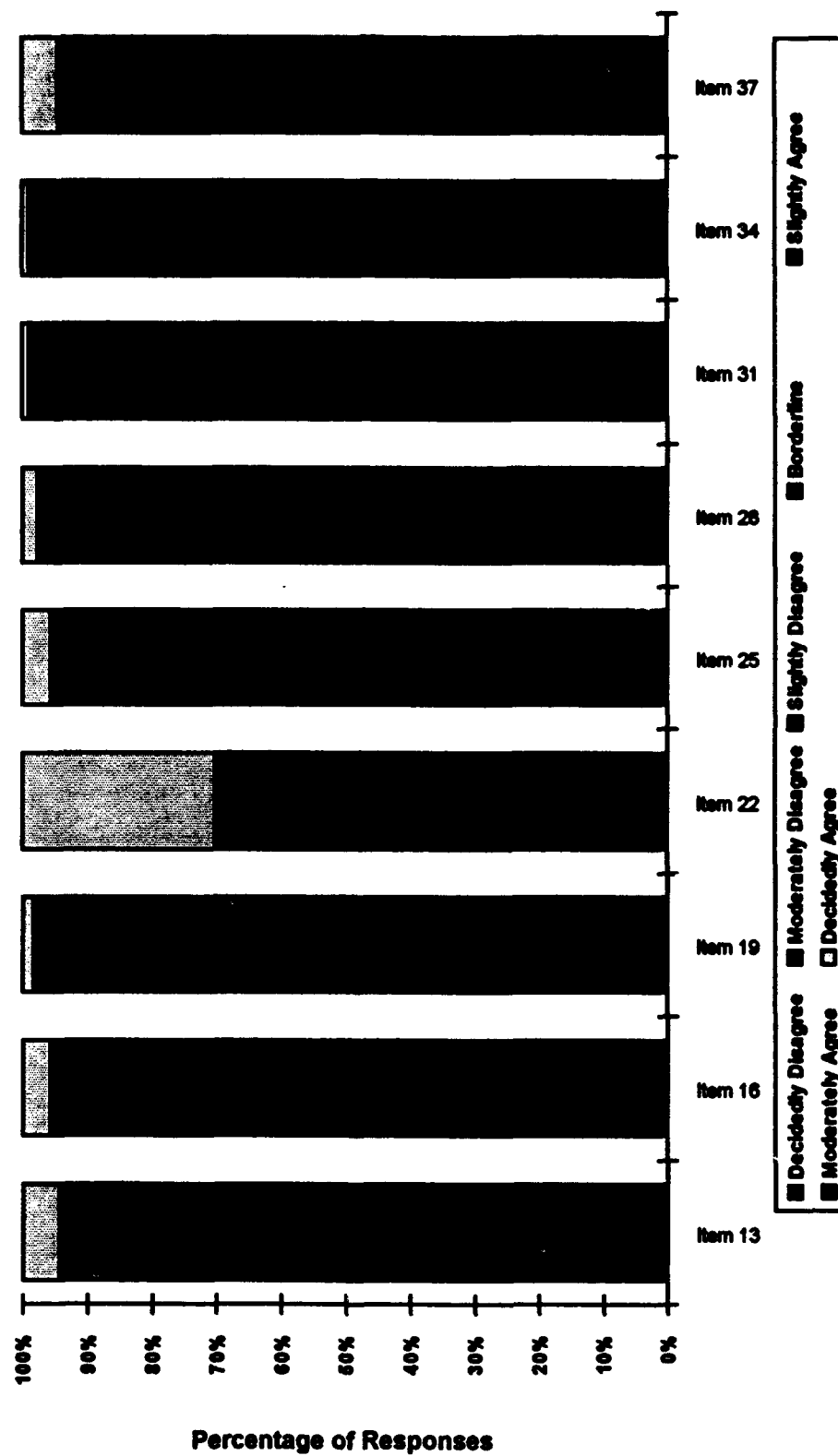


Figure 11. Target of Harassment, Actual Responses

Observed Others Harassed. While an individual need not have been the target of harassment, if that behavior exists in the workplace a hostile environment can occur. This is supported by court cases, including *Lisert v Montgomery Ward* where the court ruled in favor of sexually harassed plaintiffs who have only witnessed sexual harassment behavior, and have not been the target (Gruber, 1992:459). The nine items in the observed others harassed section asked the respondent if he/she has witnessed others being the target of the behavior described in the first nine questions in the defining sexual harassment section.

As with the other related section on target of harassment, there were significantly large percentages of respondents who selected a category in the disagree block on the scale (see Figure 12 on page 90). The highest number of decidedly disagrees (266) or 87 percent was for item 29, which was unwelcome pressure for sexual favors. This is also consistent with item 28, one of the largest items for the target of harassment section. In the next two items, 32 and 35, each had 83 percent of the respondents selecting decidedly disagree. In item 32, the behavior described was being denied work opportunities that another individual received due to a sexual relationship with a superior and item 35 addressed unwelcome pressure for dates as sexual harassment. Three items (23, 26, and 38) had the lowest disagreement responses in comparison with the other items in this section. Item 23 recorded the least decidedly disagree

responses (30 percent) in this section, but it also received the most strongly agree responses (33 percent) too. In addition, this item received 62 percent of the responses in one of the three agree categories, double the next closest item. Because this question supported the "pat on the back" type statement, the response rate is not surprising. Item 26 which cited sexually suggestive looks or gestures also reduced the normally cohesive block of responses. Only 170 respondents (55 percent) stated that they had NOT witnessed the behavior with 27 respondents (9 percent) decidedly agreeing. For item 38, thirty-one percent of the respondents agreed that they had witnessed sexual teasing, joking, remarks or questions. Here, the disagrees totaled 63 percent, with 51 percent of those decidedly disagreeing. Items 14 (unwelcome letters, telephone calls, or materials of a sexual nature), 17 (unwelcome deliberate touching or pinching), and 20 (leaning, over, cornering, pinning against a wall, or blocking a doorway), were almost parallel in response composition. The disagree responses were from 78 to 82 percent for each one, while the agree responses ranged from 14 to 18 percent. The strongly agree responses were 8 percent for item 14, 5 percent for item 17, and 4 percent for item 20.

OBSERVED OTHERS HARASSED

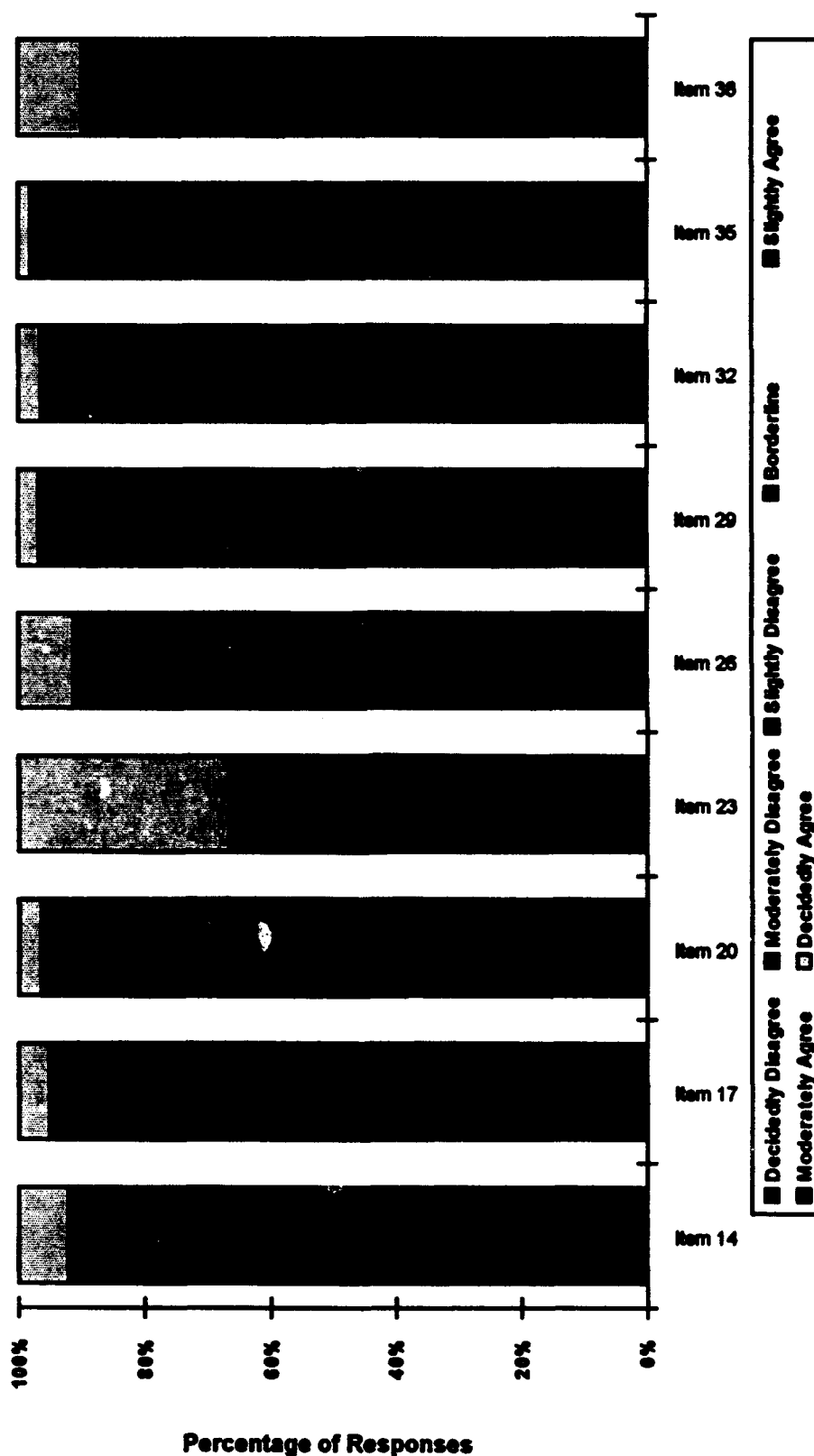


Figure 12. Observed Others Harassed, Actual Responses

Empowerment/Self-Efficacy (Organizational Perceptions).

The purpose of this section was to gather data to use in developing models for empowerment and self-efficacy. These models would then be used to determine if any relationship exists with sections of data in the survey. As with the other sections already addressed, there was a cohesive block of answers, though the block totals were much smaller. The choices selected were more divided, which was expected given the fact that these items are not knowledge based, but feeling driven (see Figure 13 on page 93).

Item 62 had the largest number of strongly agree responses (reversed scored) to the statement that "I do not work in any groups", followed by item 57, with 55 and 51 percent decidedly agree responses respectively. This question stated that when people bring me problems I help them. Two of the items (53 and 55) had the greatest frequency of responses in the moderately agree category, rather than the decidedly agree. One item addressed asking for help if problems arose (53), here the moderately agree choices exceeded the decidedly agrees in excess of 25 responses. The difference between the two choices in item 55 though, exceed 50. This statement addressed whether the respondent's advice was accepted by superiors. Again, most agreed that it was only moderately accepted.

Only one item was fairly evenly divided among all choices on the Likert scale. Item 64 which stated "I wish I could be useful in my job" had 63 decidedly agrees, 58

moderately agrees, 55 slightly disagrees, and 40 decidedly disagrees. The disagrees may reflect that the respondent already feels useful in their job, and doesn't have to wish it so.

Almost all of the other items followed the same pattern of responses, namely a large block of strongly agree responses. Usually the percentage of strongly agree responses ranged from mid 30s to mid 40s, and overall the average for all three categories of agree ranged from 77 to 86 percent. The decidedly disagree responses were almost all between 2 to 4 percent, with the entire disagree responses totalling 10 to 17 percent of all responses.

EMPOWERMENT/SELF-EFFICACY (ORGANIZATIONAL PERCEPTIONS)

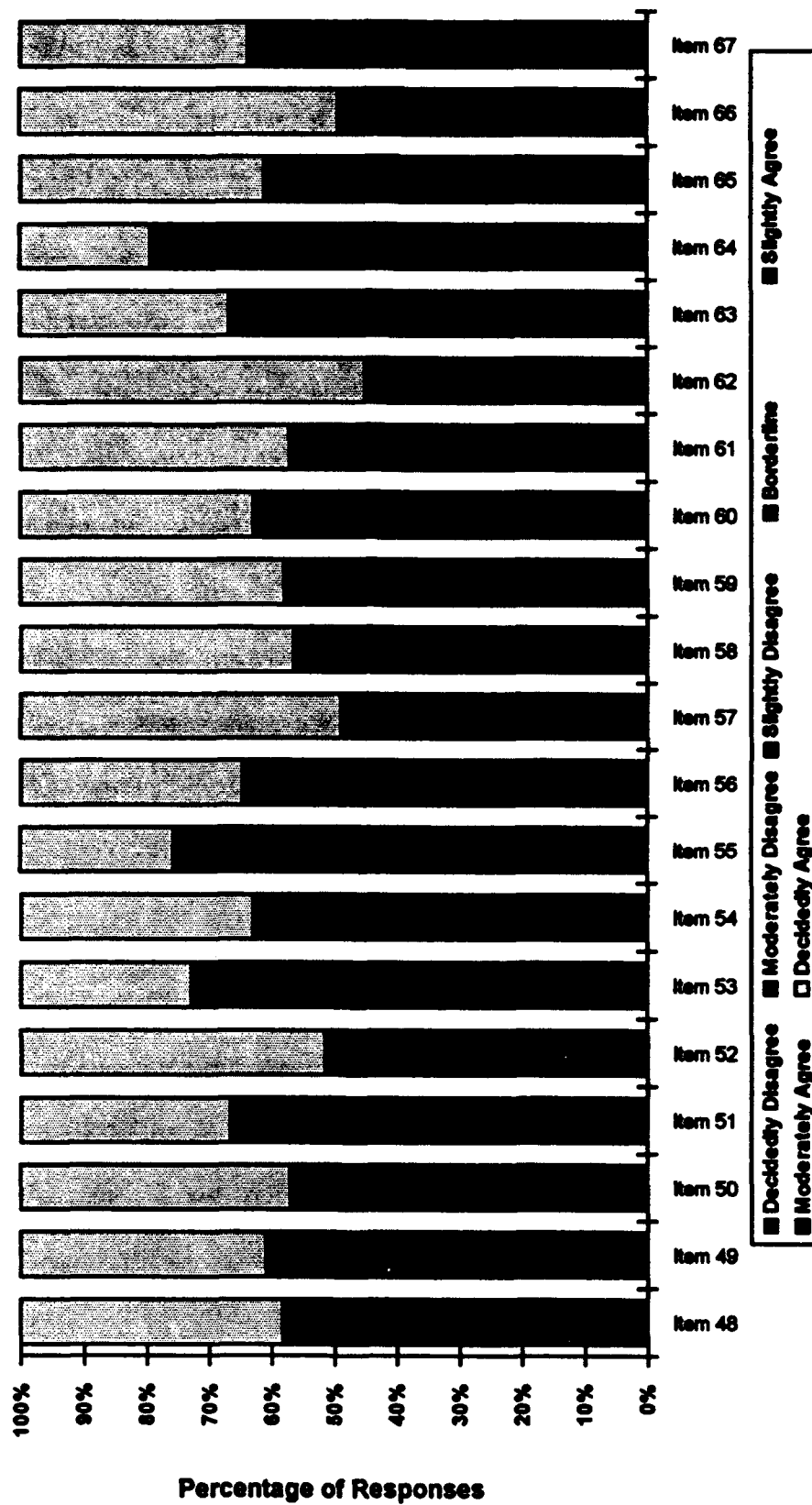


Figure 13. Empowerment/Self-Efficacy (Organizational Perceptions), Actual Responses

Dealing with Sexual Harassment. These items asked the respondents how they would deal with sexual harassment. Some of the items (68 through 72) addressed the confidence that the respondents felt in using their own skills to stop harassment, while other items (73, 74, 77, 78, 79, and 80) addressed the use of the formal complaint system. Still others talked about solving harassment on their own, third party intervention, and conduct that may elicit sexual harassment (75, 76, and 81 through 83). This section provided mixed results. For most of the items, the most frequently picked choice was not the decidedly agree or disagree, but another one (see Figure 14 on page 97). There were some cohesive blocks of responses, except for one item (74) in the 200 response range and two items, 71 and 72, barely reaching 100 responses, everything else was well below 100. In other cases the borderline response was selected most often.

The item receiving one of the greatest block of agrees, 83 percent of the responses, was item 75; there were 109 strongly agree, 98 moderately agree, and 46 slightly agree in which an individual wanted to resolve sexual harassment issues on their own. Following in that thought were the two highest moderately agree items, numbers 71 and 72, in which respondents were confident that they could use their own skills to stop harassment from subordinates (108 responses), and from supervisors (96 responses). This somewhat contradicts the responses to item 68, which asked if the

respondents felt that they have learned the skills to stop harassment. For this answer, the respondents chose slightly agrees as the most common (81 responses), then moderately and finally decidedly agrees. So while respondents felt that they could confidently use their skills, fewer felt that they had learned the necessary skills. The group of items (68 through 72) however, concerning having and using learned skills to stop sexual harassment, did average an agreement block of responses of 80 percent. Respondents felt that they could confidently use their skills.

Respondents strongly agreed that their family would not be angry if they filed a sexual harassment complaint in item 74 with 242 responses. Then, in item 73, 51 percent (86 respondents) stated they strongly or moderately disagreed that they would not be afraid to file a formal complaint, while 13 percent or 36 respondents strongly or moderately agreed. The remaining 36 percent either were unsure (borderline) or slightly disagreed/agreed they were afraid to file a formal complaint. This item was widely split among responses.

Three items (77, 80, and 82) received the strongest responses in the borderline choice. Item 77 which asked if the respondents would use formal complaint procedures had the majority of responses at the borderline and both of the slightly agree and disagree categories (58 percent). Item 80 referred to the effectiveness of the formal complaint system. Again the largest number of votes was in the

borderline category, with the slightly agree and disagree selections getting the next largest (totalling 62 percent for the three options). The last borderline item asked if the respondents felt that harassment was more likely to occur on temporary duty (TDY). This item, number 82 had 65 borderline responses, and then skewed to the slightly agree side with 62 responses, unlike the slightly disagree side with only 29.

DEALING WITH HARASSMENT

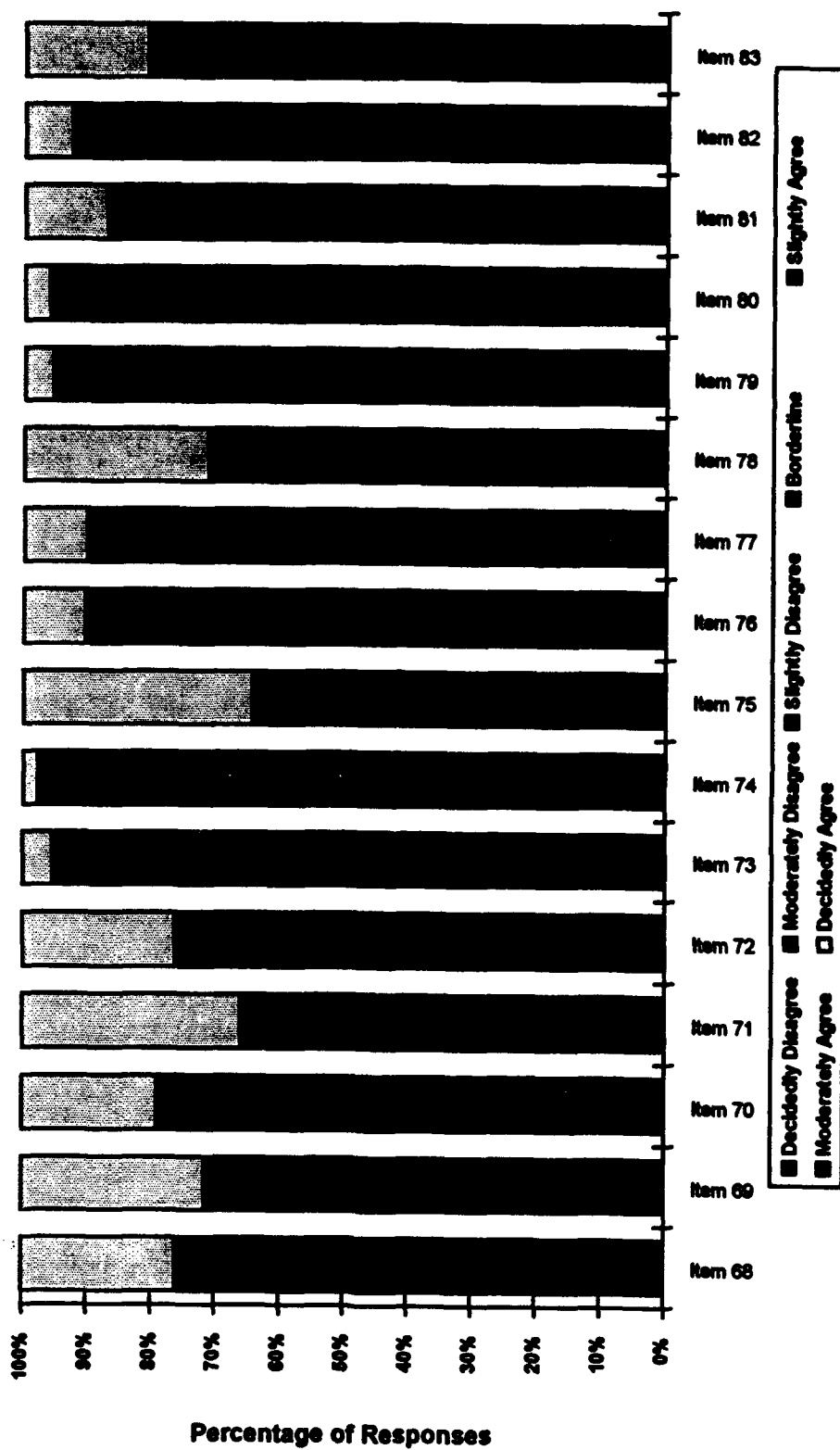


Figure 14. Dealing With Harassment, Actual Responses

Gender Discrimination. The purpose of these items was to determine the respondent's perception of the existence of certain behaviors. There were 18 total items in this section. This section, for the most part, had a cohesive block of decidedly disagree responses (see Figure 15 on page 100). The items with the strongest disagreement were, item 96 which stated that the decision on whom attends conferences or seminars is partially based on gender with 56 percent or 170 responses, followed by item 97 with 55 percent or 169 responses, which stated that assignment of work area space is at least partially determined by gender.

Of all of the gender items, three (89, 90 and 101) did not maintain the strong block of decidedly disagree responses held by the other items. On the question of whether people are selected to represent the organization at least partially based on gender (item 89), only 38 percent decidedly disagreed. Thirty-two percent of the respondents for item 90 said that assumptions about an individual's capabilities, are partially based upon gender. Also 51 responses moderately disagreed, while 52 slightly agreed, with 27 borderline. Item 101 had 34 percent of the respondents select borderline, one of the largest borderline percentages in the survey, which asked the respondents if they would prefer to go TDY with someone of the same sex. The remaining responses broke down into 42 percent disagreeing with this statement and 25 percent responding they would prefer to go TDY with someone of the same sex.

There were four items (92, 93, 95, and 100) which had responses for decidedly disagree all over 50 percent, and collectively, the three combined disagree categories ranged from 83 to 85 percent of all responses. These items asked whether decisions were partially based on gender for the following: a person's performance appraisal, special performance awards, formal schools, and assignment to work areas in the organization. The agreement to the possible existence of these four items were from 9 to 13 percent.

The majority of respondents disagreed with the items in the gender discrimination section. Three items (86, 87, and 98) had nearly the highest percentage (a range from 22 to 25 percent) of agree responses given, though only an average of 3 percent in the decidedly agree category. These items asked if decisions were at least partially based on gender for: interaction with high ranking individuals, invitations to certain social gathering, and assumptions about an individual's abilities. The remaining six items (84, 85, 88, 91, 94, and 99) were in the median of the range of responses for this section. However, there was approximately the same level of disagreement, ranging from 73 to 78 percent, while agreement ranged from 13 to 17 percent. These items concerned selection for: TDY, good projects, presentations, dealing with organizational customers, promotions, and special benefits.

GENDER DISCRIMINATION

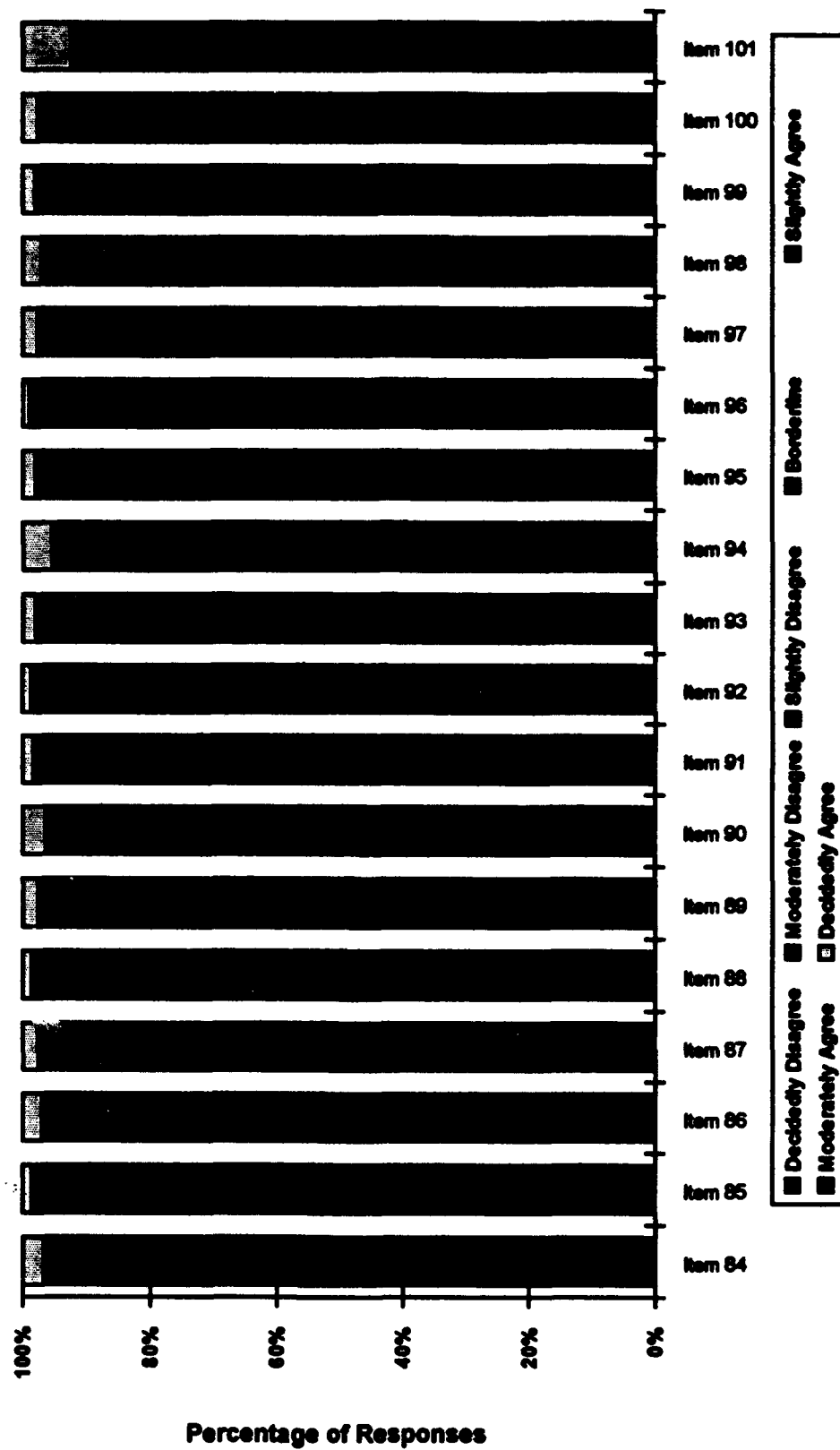


Figure 15. Gender Discrimination, Actual Responses

Work Environment Perceptions. This section is composed of items covering several different areas. It was used as an aggregated section for those items, that while related to other sections, were not directly connected.

In this section most of the respondents disagreed with the questions (see Figure 16 on page 103). The strongest disagreement was with item 111 which asked respondents if they had been excluded from organizational involvement due to their feelings against sexual harassment. Two-hundred and forty (79 percent) respondents decidedly disagreed with item 111. The next closest item was number 103 with 184 (60 percent) decidedly disagree over the issue of being physically isolated from others in the work area.

Three items (104, 105, and 107) showed a relatively cohesive block of support. The most robust was item 104, which asked respondents if they were able to focus on their jobs. Thirty-six percent decidedly agreed, the total responses for agreement totalled 80 percent. Item 105 had split responses, though 60 percent agreed to some degree that people come to them for directions in the workplace. Only 54 percent felt they had a mentor (item 107).

Item 108, had the strongest borderline response, 38 percent, though it did have 49 percent the disagree categories. Respondents were very divided over whether they would prefer to go TDY with someone of the same sex. This is a companion question to item 101 in the gender discrimination section which also had a numerous (34

percent) borderline responses. In item 109, respondents were asked if they were likely to report harassment if it was from an individual of the same sex verses the opposite one. Thirty-one percent agreed, 47 percent disagreed, and the remaining 22 were borderline on this issue.

The percentages of responses for two items, 102 and 106, were nearly exactly the same. One dealt with whether there are places in their organization where only men and women seem to congregate and the other was if they felt directed to do menial tasks outside of their job description. In each one, 72 percent disagreed, 20 percent agreed, and the 8 percent were borderline.

On whether their spouse (or significant other) does not want them to go TDY with a member of the opposite sex (item 110), 36 percent decidedly disagreed, compared to 7 percent who decidedly agreed. There were 19 percent who were borderline on this item.

WORK ENVIRONMENT PERCEPTIONS

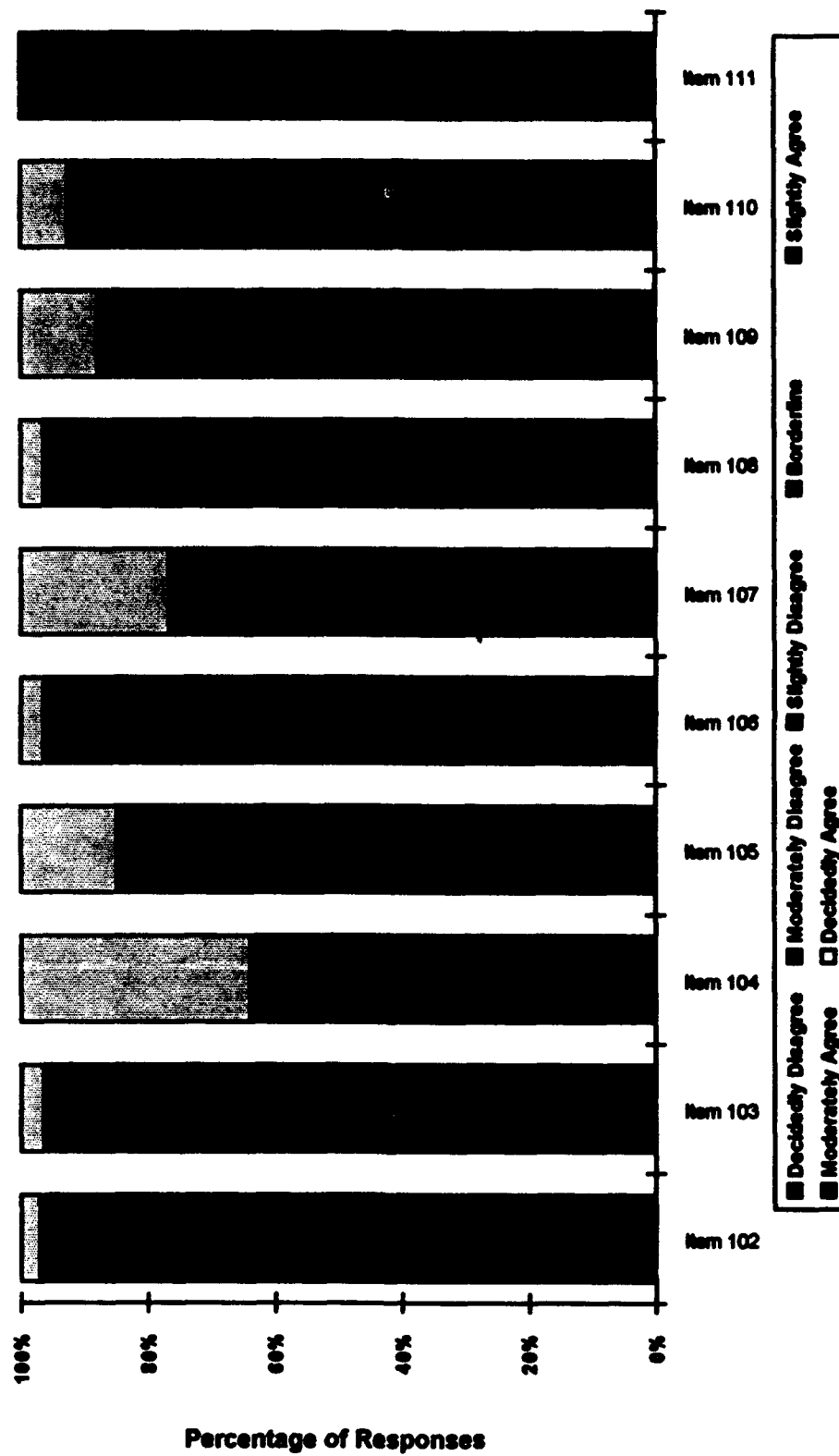


Figure 16. Work Environment Perceptions, Actual Responses

Feelings/Impact of Training. These three items on feelings addressed the issue of bystander and *quid pro quo* harassment. Item 39 was split among all of the categories, with 84 responses being the largest total for decidedly disagree followed by 49 responses in the borderline category. The spread in the distribution supports the difficulty in defining harassment if the behavior was not directed onto the respondent (see Figure 17 on page 106). Items 42 and 47, which both represented *quid pro quo* harassment had extremely large decidedly agree blocks of responses, capturing 96 percent of the responses. The purpose of the two impact of training questions (112 and 113) was to determine if respondents had received and been influenced by training, either in their attitude (112) or actions (113). Item 11 in the demographic section asked respondents if they had received organized sexual harassment training. The responses used on these two questions were adjusted to reflect only the 194 individuals who indicated they had received training in item 11. To measure the effect of media and society on changing cultural norms and attitudes, another item (114) was added that would allow for influence in a non-training environment.

Items 112 had very divided responses with no large blocks of responses in any one category. Respondents chose disagree by a slight margin, 48 percent versus 45 percent for agree, when asked if training had influenced their attitude toward sexual harassment. But then, 64 percent

chose disagree, with 70 of the 194 respondents selecting decidedly disagree, when asked if their behavior had changed as a result of training. The item (114) that asked respondents if the media and society had caused them to be more sensitive to sexual harassment did have a block of responses (130), which decidedly disagreed. In fact, 73 percent of the respondents disagreed to some degree with this statement.

FEELING/IMPACT OF TRAINING

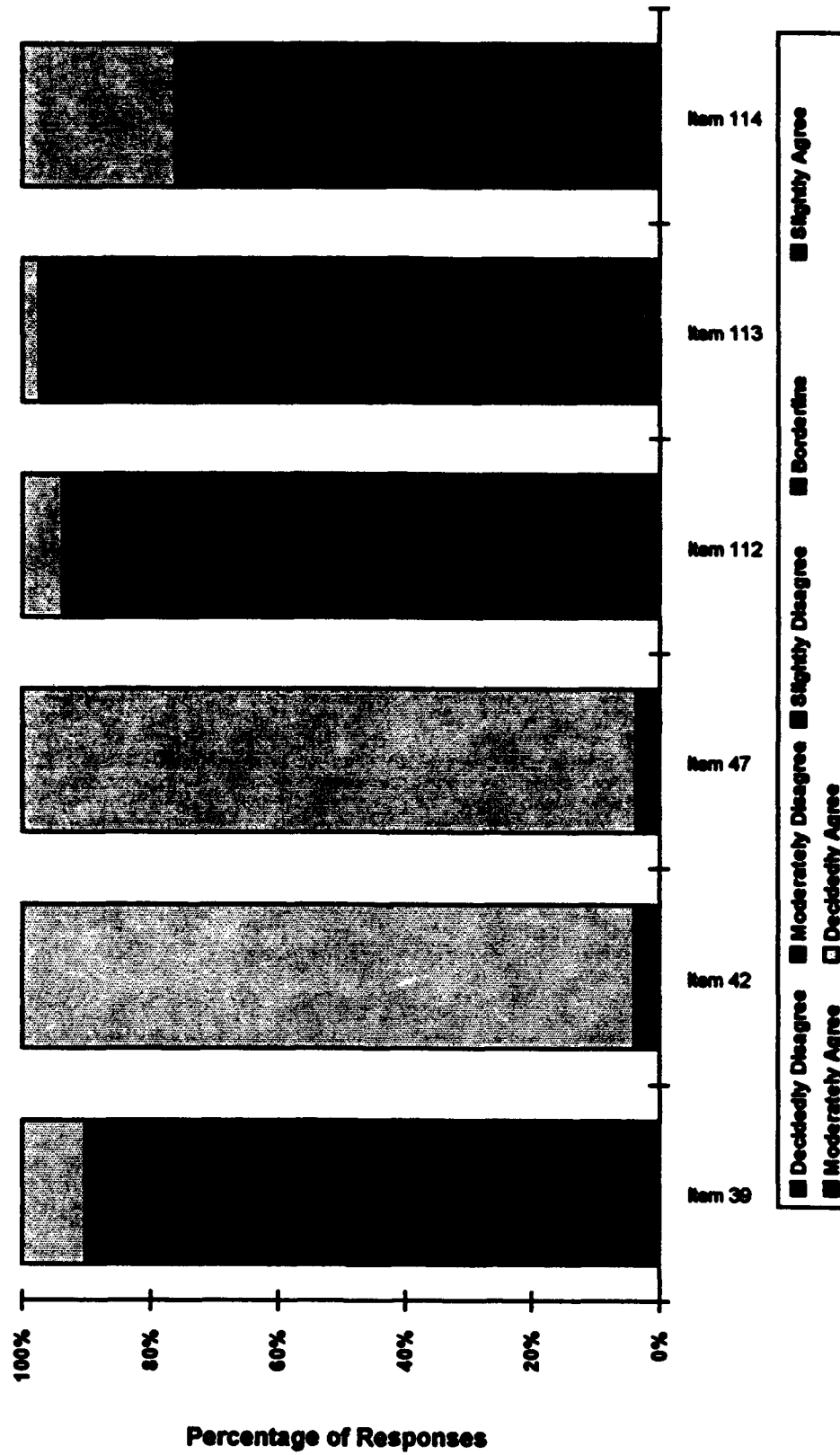


Figure 17, Feeling/Impact of Training, Actual Responses

Personal Actions. This was the first of two sections in Part III which used a different scale from the remainder of the instrument. Both the personal action and designing a prevention program sections used a scale which rated effectiveness rather than agreement. The personal actions section was constructed to allow the researchers the opportunity to measure the respondent's perceptions on both formal and informal actions to stop sexual harassment. A review of the frequencies show several things. The majority of responses were not in a very effective or very ineffective area, but almost totally in the moderately effective area (see Figure 18 on page 109).

One item in particular had a block of very ineffective responses. Item 122, which rated the effectiveness of joking about the behavior had 182 negative responses as very ineffective. A similar question, item 115 which asked the effectiveness of ignoring the behavior also received a strong block which said that behavior was very ineffective (135 responses). In addition, item 125, telling my family, was perceived as ineffective with 133 very ineffective responses. Fifty-three percent of the respondents felt transferring out of the unit, item 123, was ineffective. Falling in the somewhat ineffective section was item 116 which asked the effectiveness of avoiding the person (100 responses).

When you combined the categories of somewhat effective and very effective, there were five key personal actions

individuals felt were most effective in handling sexual harassment. First was item 121, telling my supervisor about the behavior, received 91 percent effectiveness. Two items, 118 telling the person to stop and 124 making a formal complaint, obtained 89 percent of the responses as either somewhat effective or very effective. Asking the person to stop, item 117, totalled 78 percent effectiveness. Finally, 73 percent of the respondents felt that telling someone above their supervisor, item 126, would be effective in handling sexual harassment.

Item 119, threatening to tell other workers, and item 120, telling other workers, were almost parallel in their distribution of responses. They responded only moderately, 59 and 55 percent respectively, stating that the actions were effective. Telling the police, item 127 literally had split results between the categories.

PERSONAL ACTIONS

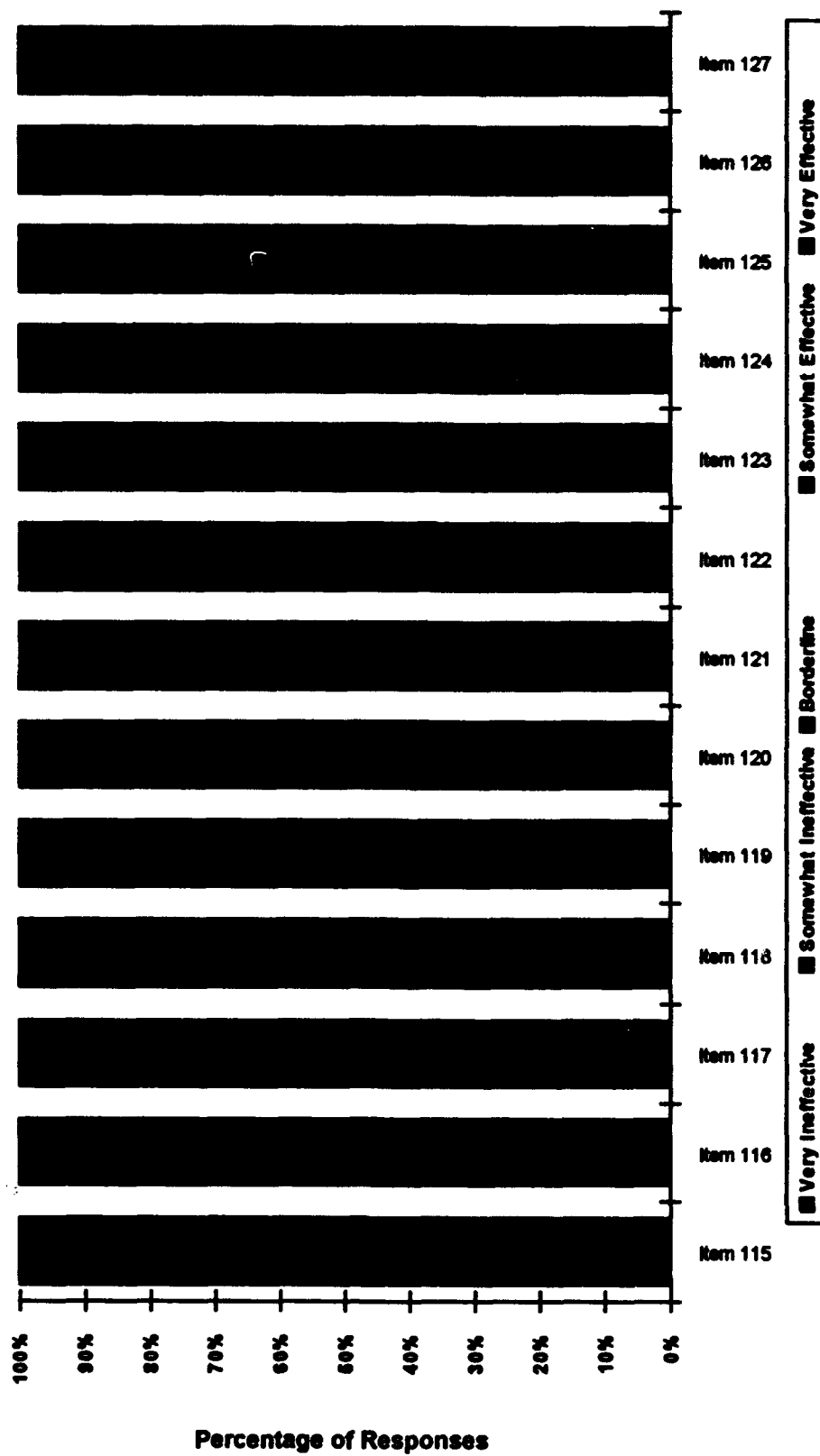


Figure 18. Personal Actions, Actual Responses

Designing a Prevention Program. This section covered actions an organization could initiate or maintain to eliminate sexual harassment. Some of the items dealt with training issues, while others addressed enforcement, and still others were method of disseminating information. The majority of options were considered effective by respondents (see Figure 19 on page 112).

One item (135) which cited placing posters on a bulletin board was determined to be ineffective by 58 percent of the respondents with another 23 percent being borderline. Item 134 covered showing videotapes from Air Force leaders talking about sexual harassment, which resulted in 48 percent responding as ineffective, and another 25 percent borderline.

Receiving the most very effective responses, 221 out of 288, was item 132 which addressed enforcing penalties against the harasser. In fact, combined effective categories received 98 percent of the responses on this item, the largest block of the survey. Ninety-three percent felt the item 128, providing swift and thorough investigation of complaints was effective.

Three other items (131, 136, and 140) were seen by 80 percent or more of the respondents to be effective in designing a prevention program. Item 131 was enforcing penalties against managers who allow that behavior to continue. Along with item 136, which was to provide detailed training on how to personally deal with harassment

on an one-on-one basis. Finally, filing complaints through the formal channels (140) was seen as effective.

Somewhat effective was the largest category selected for four of the items (129, 130, 137, and 138), with responses numbering from 116 to 136. This category represented at least forty percent of the total responses for each item. Collectively all of the effective choices for each item, including item 139, had over 60 percent of the respondents feeling the item was effective in preventing harassment. These actions were: printing articles in the base paper about dealing with harassment, having organizational leaders present information about sexual harassment, publicizing formal complaint channel procedures, providing sexual harassment awareness training for all employees, and publishing the results of sexual harassment cases in the base paper.

The item which asked if having periodic working group meetings to discuss sexual harassment and its impact on the unit (133), was not nearly as conclusive, having the largest borderline response in this section with 78 responses.

DESIGNING A PREVENTION PROGRAM

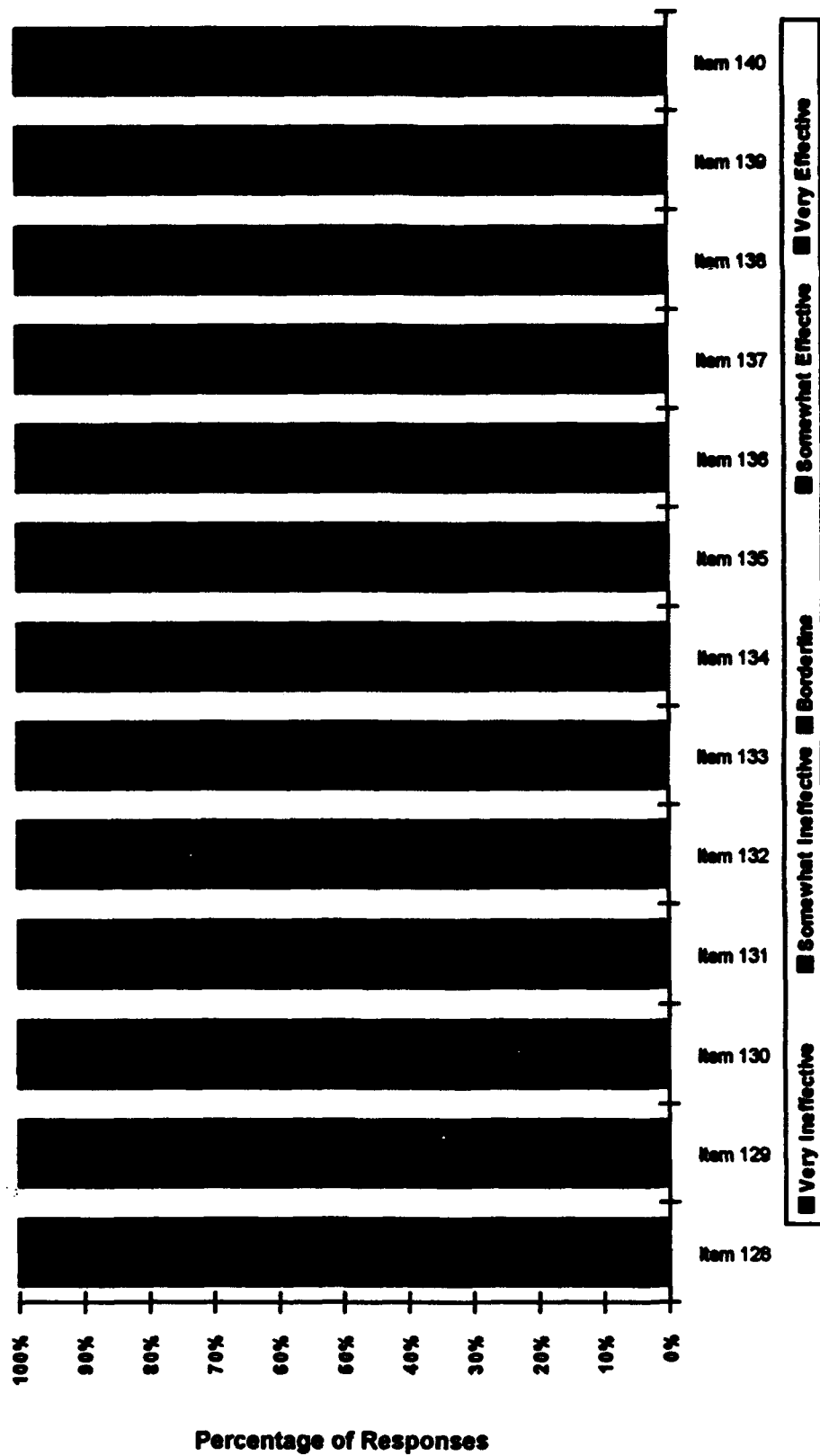


Figure 19. Designing a Prevention Program, Actual Responses

Results of Open-Ended Questions

Each of the questions was first analyzed to determine if there were separable categories and general trends. After categories were established, each response was assigned a category based upon the similarity of the responses.

All responses were anonymous, and there was no way to determine any specific demographic data unless the respondents provided it. There was an occasional reference though, to the gender, age, or supervisory status.

While the total number of responses to this section of the survey was 201 out of 306, not all respondents answered each of the five questions. Therefore, each question has the exact number of responses cited.

Question One Results.

It is important for supervisors to understand exactly what behaviors you consider to be sexually harassing. Often these behaviors may be subtle and may not fall into any of the categories addressed in this survey. Please, give us an example (without using names) of something which you might have felt was sexually harassing.

There was a total of 110 responses to this question. Responses fell into the general categories of physical and verbal behavior, and miscellaneous. The verbal category included comments that were sexual, discriminating, or specifically gender-related. Comments that were gender-related received the largest number of comments and seemed to bring out the strongest responses.

Physical Behavior. The responses in this area while overt were not the ones normally associated with *quid pro*

quo harassment, namely a sexual act but more common in a hostile environment. Touching was mentioned to include patting, lifting, hugging, prolonged handshakes, and leaning over so that the shoulder touches the breast. Behavior which violated someone's space included cornering, and trapping. One homosexual response was made regarding a male touching a male in an unwanted manner. Lastly, there was no one response that received multiple comments.

Verbal Behavior. Commonly mentioned was joking, both in mixed company, and directly to an individual. In conjunction with this was one respondent's feelings over being asked to leave so that an off color joke could be told. Profanity and sexual innuendos were mentioned as well as talking about an individual in a sexual manner. Repeatedly asking for dates after making it known that the conduct was unwelcome, or asking for dates from someone who was married was also mentioned several times. One respondent said that flattering comments were also harassing.

Many respondents commented on being upset over being called nicknames such as "honey", "sweetie", "little woman", or "leggy blond". In one case, a respondent felt harassed in overhearing a male call his girlfriend stupid and dumb for disagreeing with him and then transferring that conduct to her. Another respondent was distressed when a supervisor upon introducing a new employee commented that "he was trading an old woman for a young one". Similar comments

were made regarding how nice it was to have women around because of their good looks, or that this was a girl's job.

In the area of gender-related behavior, respondents disliked the fact that as women they were called "emotional" and "overreacting", or talked to as children. In one case, a female military officer was addressed by her first name, while the male officers were only addressed by rank. Other comments were of women not being allowed to go on temporary duty (TDY) because of gender, or being asked to wear a cocktail dress to a military function instead of formal mess dress attire, when the male counterparts were expected to dress in formal uniform. Another woman was told to wear a skirt instead of slacks to a function. Women did not like being excluded from necessary career paths to assure promotion like combat, or becoming pilots. Favoritism was cited by one respondent when it was stated that being young and single was more preferred than married. In some cases, jobs were pushed off on women that were not in their job responsibilities, such as taking minutes and pouring tea. In one case, a female respondent complained about being expected to rub her boss' shoulders.

The diversity of gender responses was shown in two scenarios given by the respondents. Several people were TDY with only one car assigned and it was assigned to the supervisor. When it was time to eat, the supervisor drove to a topless bar to eat. One member of the team refused to eat there. The supervisor took the keys and entered, with

the one member remaining in the car. After approximately twenty minutes, another team member returned with the car keys, so that the remaining member could go somewhere else. In the second case a female supervisor "forced" a male member to fire another man, because the female felt that her word would not be accepted.

Miscellaneous. Several males commented about women wearing "provocative" or improper clothing to work the consequences of which excited the men. Pinups, revealing calendars, and sexual gag gifts were problem areas. One respondent felt that sexual harassment training was in itself harassing. Reverse discrimination was addressed by several of the male respondents. Comments stated that women got the good jobs, and the best job goes to the prettiest. Another male felt that women were either "hunting" for sexual favors, or trying to flirt, and then becoming afraid when confronted, then complaining or claiming sexual harassment.

Question Two Results.

How do you feel the work environment has been changing in regard to sexual harassment? What changes have you seen in the behavior of individuals? Overall, has the work environment gotten better?

Responses totalled 179 for this question. Two categories were established, reflecting positive and negative changes. The majority of responses were negative. Respondents felt that the workplace had gotten worse, not directly due to the harassing behavior, but because of the

loss of cohesion among the workforce due to the increased emphasis of harassment.

Positive. Many respondents felt that sensitivity and awareness had been raised regarding offensive behavior. There was less pornographic literature being brought into the workplace, fewer sexual jokes, and fewer off-the-cuff remarks. Several respondents mentioned that opportunities for women seemed to have improved. This was in terms of no longer being afraid to file a harassment complaint, being accepted into more work areas, and allowed into combat. The improvement was brought on by more media attention, increased discussion of harassment issues and punishments, and more training. Some respondents felt that even though overt harassment had decreased, it had either gone underground, or been replaced by subtle forms.

Negative. The increased emphasis on stopping sexual harassment has decreased the cohesion of the workplace according to many of the respondents. Men are withdrawing from social contact with women for fear of a complaint. Women are being eliminated from small groups. Some felt that women were not being properly counseled at work for fear of a harassment complaint. A general comment was that harassment charges were being used as weapons against others for acts not sexually related. Paranoia and confusion were common comments regarding the workplace. One man responded that due to the super sensitivity any behavior is now considered suspect and men are resentful. Several

respondents commented on the atmosphere being like a witch hunt and professional relationships suffering. A woman respondent stated that the harassment was replaced by resentment and the hard-core harassers have not stopped.

Question Three Results.

How do supervisors support the program in what they do, as well as in what they say? Do you feel there is a strong belief in stopping sexual harassment by supervisors and/or leaders?

Respondents answering this question totalled 166. The responses in this area were pretty evenly divided with support both for and against supervisors supporting the program. Of the 166 responses to this question, 35 answered only yes, 9 answered no, and 17 stated that it was a non-issue, or they had no experience with harassment. The remaining responses are described below. There were two categories, positive and negative, with some of the positive answers mixed.

Positive. Several respondents felt that supervisors demanded and maintained high standards. The supervisors led by example and clearly stated that harassment would not be tolerated. Many supervisors had open-door policies and clearly stated what was upsetting. The supervisors acted professionally and were sincere in their actions. A few respondents felt that while overt behavior was stopped by the supervisors, subtle harassment was allowed to continue. Others felt that while the situation has improved, it was only so that upper management and organizations like the

American Civil Liberties Union would leave the supervisors alone.

Negative. Responses ranged from the harassment continuing because the supervisor was the harasser to supervisors ignoring what was happening or joking about what was happening. One comment stated that it was the supervisor who approached individuals for kisses. Another response talked about leadership at the general officer level which condoned and participated in harassment. Yet another respondent stressed that senior leaders were less willing to change. Other respondents said that supervisors felt harassment programs were silly and only supported the program because they had to or suffer penalties.

Question Four Results.

In what ways have people been either rewarded or penalized based on gender?

There were 148 responses to this question. The answers in some cases were opposite of each other depending upon the sex of the respondent. Where a female felt that a certain action was a reward, the male respondent felt that he was penalized. So while there were not categories set up listing rewards and punishments, a division was made for male and female responses if it was obvious from the answer.

Females. Many of the responses dealt with the fact that there were few opportunities for women that would lead to promotion. It was felt that a glass ceiling existed and women were given less desirable tasks. This meant not

getting the good projects or in some cases even being allowed to go TDY. An example was given that females are denied the opportunity to be a general's aide because they would have to travel with them which might lead to undesirable gossip. Still another example addressed the fact that a woman was not allowed to brief a high-ranking leader because he was a fighter pilot. Several comments concerned Desert Storm and the lack of women in positions of visibility. One response said that even in those fields typically dominated by women, high-level management positions were given to men. Many responses addressed the lack of promotions given to women. In one case a less qualified man was promoted because he was the "man" in the office. One respondent was angered that women were expected to give up their femininity and act like males to succeed. Another respondent stated that pregnant women were penalized.

Males. Generally most of the responses addressed women as having an unfair advantage over men. Either men were passed over in favor of a less qualified women, or quotas provided an unfair advantage to women and minorities. One comment stated that being a white male was a disadvantage. In the case of two equally qualified individuals, the minority was always selected, said one respondent. Another scenario showed an African American woman being given the Company Grade Officer of the Quarter award, after being tied with a male, because the selecting official stated she had

better legs. Another male stated that women would get better jobs by sleeping with the boss. Another male respondent said it was expected that his wife would always take the children to medical appointments instead of him, and if he wanted to it, he was frowned upon in the office. One comment was made that women got more prestigious medals than men, simply because they were women.

Question Five Results.

If you were an Air Force leader, what would be the first thing you would do to improve the work environment in terms of sexual harassment?

A total of 175 respondents answered this open-ended question. The intensity of some of the responses was evident in the choice of wording used. While there were no categories established initially, responses did follow general trends. Those trends are listed below.

Training. Many of the responses stressed the importance of educating the workforce. It was suggested that this be done either on a one-to-one basis, in working groups, or by formal training sessions. One respondent stressed the importance of getting the training in an off-site situation. Another stressed the significance of team building. Still another response stressed the importance of informal discussions that would discuss all of the civil liberties. The result of this education would respond to the desires of many of the respondents in wanting a firm definition of what is considered harassment and its consequences.

Punishment. Several of the respondents said that the punishment for harassment should be swift, hard, and well publicized. The rules should be clearly stated and uniformly applied said many. Others responded that there should be zero tolerance for harassment. There was concern by some though that false harassment charges should be dealt with in the same manner as actual charges. One respondent said that for the first offense issue a letter of reprimand, the second a court-martial, and the third a discharge. Another suggestion was to have a sexual harassment investigation committee that would determine guilt or innocence. Several responses said to "slam" the offender or vigorously prosecute the offender.

Miscellaneous. One respondent wanted annual briefings like AFR 30-30 to make individuals aware of harassing situations. Another thought that it was important that the commander have an open door policy. Respondents thought that supervisors should lead by example. Two respondents provided a religious approach stating that individuals should follow the ten commandments, and treat others as they would want to be treated. Counseling for both the harasser and victim was suggested. The importance of a firm policy was stated, by leaders who cared about the issue. Another approach by several respondents was that it should be realized that there are fundamental differences in males and females and a gender-neutral environment was not possible. One respondent said that an improvement could be

accomplished if there was less emphasis on harassment, that it was hurting the workplace. Two respondents thought that the creation of job opportunities for women would help, or promoting women into senior management positions. Another comment said that there should be a shifting from thinking that sexual harassment is unique and relate the efforts to the expectation of fair, objective treatment on all dimensions.

Investigative Question A

To what extent does the individual feel he/she has the skills and control to be empowered?

Developing an Empowerment Scale. Empowerment is not a tangible construct. It is individual, subjective, and subject to interpretation. The researchers believe that empowerment represents the process of acquiring and developing skills in this case to deal with harassing situations. In an attempt to identify and measure a construct for empowerment, the researchers used six survey questions to hypothesize the existence of this construct. The six questions for the empowerment construct were: 49, 50, 51, 56, 61, and 65. A correlation analysis was then executed on these questions, which resulted in a Cronbach's alpha of .89 as a scale. The high correlation indicated that these six questions strongly relate to each other. This is not surprising given the intent of these questions. Four of the items address being able to gain or use skills; having opportunities for professional growth (item 56), being able to use career education and knowledge (item 49), the ability to be creative (item 61), and being able to use that creativity (item 51). The two remaining items deal with the ability to take initiative and act on one's own (item 50) and being able to make independent decisions (item 65). All of these support both the definition of empowerment and also the investigative question as stated.

Empowerment Stepwise Regression. The empowerment scale (aggregate of six items previously discussed) was assigned as the dependent variable for stepwise regression models. There were two approaches used for the stepwise regression to identify possible predictors of empowerment. The first approach looked at individual items within each section, while the second approach focused on an aggregate scale of all items within each section.

Stepwise Approach One. Phase one of the initial approach used each section of items from the survey, one section at a time, as the independent variables. For example, the 10 items asking respondents about their work environment comprised a section of items. These items were then run against the construct of empowerment as independent variables to see which ones were significant. This procedure was repeated for each of the eleven sections from the survey. Phase two then employed each item from phase one that had been significant with the model at $p < .15$, and used these variables against another stepwise regression to find out which ones would remain significant a second time at $p < .15$. The final results from approach one of the stepwise regression are summarized in Table 7.

TABLE 7
STEPWISE REGRESSION RESULTS FOR EMPOWERMENT (APPROACH ONE)

Source	DF	Sum of Squares	Mean Square	F	Prob>F
Model	14	6655.14	475.36	12.47	0.0001
Error	259	9867.67	38.09		
C Total	273	16522.81			
Root MSE	6.17	R-square	0.40		
Dep Mean	33.93	Adj R-sq	0.37		
C.V.	18.18				

Variable	DF	Estimate	Std Error	T for HO	Prob > T
INTERCEP	1	31.89	4.27	7.46	0.0001
Item 3	1	0.78	0.31	2.45	0.0148
Item 4	1	-1.95	1.02	-1.90	0.0574
Item 5	1	-1.44	0.97	-1.48	0.1390
Item 9	1	1.52	0.47	3.18	0.0016
Item 34	1	-0.53	0.35	-1.50	0.1332
Item 93	1	-1.19	0.38	-3.15	0.0018
Item 94	1	0.57	0.34	1.64	0.1018
Item 96	1	-0.93	0.40	-2.28	0.0230
Item 104	1	0.66	0.22	2.97	0.0032
Item 106	1	-0.85	0.22	-3.74	0.0002
Item 107	1	0.64	0.17	3.69	0.0003
Item 125	1	-0.54	0.32	-1.67	0.0945
Item 134	1	1.26	0.34	3.66	0.0003
Item 136	1	-0.93	0.36	-2.51	0.0124

Upon initial review of the variables that were determined to be significant, there does not seem to be much of a relationship between telling your family about harassment incidents as an effective means of confronting harassment, showing videotapes of leaders talking about harassment, and having a mentor. Some of the items are important in that if they exist, the individual is not empowered or is not able to use his/her skills. A careful review shows there are relationships.

The demographic information: total service time (item 3), sex of the immediate supervisor (item 4), supervisory position (item 5), and education (item 9) all relate together--either having knowledge through education or experience, possessing individual power, and having a supervisor who facilitates the gaining of empowerment through positive working conditions. More specifically, the results indicate respondents who have more total service time, have an immediate supervisor who is male, hold a supervisory position, and have an advanced degree are more likely to be empowered.

Three items describing work opportunities, i.e., performance awards (item 93), promotions (item 94), and attendance at conferences (item 96) are partially based on gender which limits empowerment, not skills, which enhances it. More specifically, if a respondent agreed with item 93 and 95, they are less likely to be empowered. However, if they disagreed with item 94, they are more likely to be empowered.

One significant item related to being the target of harassment, is item 33. The data suggests that individuals who agreed they were the target of repeated unwelcome pressure for dates are less likely to be empowered.

Three of the significant items dealt with the work environment. A person is more likely to be empowered if they agreed with item 104, I am able to focus on my job. Item 106 addresses having to do menial tasks which also

limits the existence of empowerment. Someone who agreed with this statement was less likely to be empowered. There are also items that promote empowerment through the sharing of knowledge, such as (item 107) having a mentor. Individuals agreeing to this statement are more likely to be empowered.

Several items were associated with handling harassment. This included item 125, which suggests telling one's family about harassment. A respondent who agreed with this statement or item 134 (showing videotapes of leaders talking about harassment) was less likely to feel empowered. Lastly there was item 136, provide one-to-one training on how personally to deal with harassment. Respondents who agreed with this item were more likely to be empowered.

Stepwise Approach Two. The second stepwise regression approach was to run each of the ten sections of items as a scale against the dependent variable empowerment (excluding demographics, since it does not represent a scale). However, ANOVAs between empowerment and demographic variables were executed to locate relationships (see ANOVA and Multiple Comparison of Means). The purpose of this approach was to determine if any of the scales (constructs) could be a predictor for the existence of empowerment. This model generated a value of .70 for R^2 . The results are summarized in Table 8.

TABLE 8
STEPWISE REGRESSION RESULTS FOR EMPOWERMENT (APPROACH TWO)

Source	DF	Sum of Squares	Mean Square	F	Prob>F
Model	2	9972.75	4986.37	286.05	0.0001
Error	245	4270.72	17.43		
C Total	247	14243.47			
Root MSE	4.17	R-square	0.70		
Dep Mean	34.14	Adj R-sq	0.69		
C.V.	12.22				

Variable	DF	Estimate	Std Error	T for HO	Prob > T
INTERCEP	1	-0.88	2.09	-0.42	0.6747
EFFICACY	1	0.48	0.02	23.65	0.0001
FEEL	1	-0.09	0.12	-2.73	0.0066

Two scales of items, self-efficacy and feelings, were significant in predicting empowerment. These two survey sections, discuss conditions that can promote or limit empowerment. The self-efficacy scale describes conditions in the organization, while the feelings section addresses the existence of conditions which limit empowerment (i.e., sexual harassment). This confirms the strong relationship between empowerment and self-efficacy anticipated by the researchers.

ANOVA and Multiple Comparison of Means. The hypothesized construct for empowerment was used as the dependent variable for one-way ANOVAs, with each of the eleven demographic survey items used individually as the independent variable. There were six variables which were significant against empowerment: civilian, military, gender

of immediate supervisor, supervisory position, gender, and education.

The means difference for the six levels of civilian were significant against the construct of empowerment ($F=7.72$, $df=5/83$, $p<.0001$). A multiple comparison of the means, using the Tukey Test, was employed to locate significant differences between levels. It shows that there was a difference between GS 5-9 to those in the following categories: GS 10-12, GS 13-14, and GM 15+. In addition GS 1-4 was significantly different from GS 10-12, GS 13-14, GM 15+, and Other. This indicates that respondents of lower pay grades felt less empowered than respondents who held higher pay levels.

Military rank was also significant ($F=3.04$, $df=2/207$, $p<.05$), although there was no significance difference in means between E7-E, O1-O3, and O4-O6 respondents using the Tukey Test.

The gender of immediate supervisor did reject the null hypothesis ($F=5.07$, $df=1/295$, $p<.05$). Tukey showed a significant difference between the mean for respondents with male supervisors ($\mu_1=34.34$) and respondents with female supervisors ($\mu_2=31.17$) at $p<.05$. In addition, whether a respondent held a supervisory position was also significant to empowerment ($F=7.06$, $df=1/296$, $p<.01$). The mean for supervisors ($\mu_1=36.28$) was significantly different at $p<.05$, compared to the mean of non-supervisors ($\mu_2=33.33$).

There was also significance found between means for the gender of the respondents ($F=13.62$, $df=1/296$, $p<.001$). Tukey revealed that the mean for men ($\mu_1=35.01$) was significantly different at $p<.05$ from women ($\mu_2=31.47$). Finally, the means of the educational level of the respondents were also found to be significant ($F=5.07$, $df=4/295$, $p<.001$). Through a multiple comparison of means, significance at $p<.05$ was found between those with a High School degree and a Doctoral degree. Also, there were significant differences from those respondents with an Associate's degree versus both a Bachelor's and Doctoral degrees.

There were no significant results found for total service time, race, age, marital status, or training. In addition, two-way ANOVAs were executed with combinations of significant variables from the one-way ANOVAs. The results showed no interaction between variables. The results for empowerment in the one-way ANOVAs with demographic variables are presented in Table 9.

TABLE 9
ANALYSIS OF VARIANCE SUMMARIES
OF EMPOWERMENT BY DEMOGRAPHIC VARIABLES

VARIABLE	SOURCE	DF	SUM OF SQUARES	MEAN SQUARE	F
Civilian	Model	5	1952.26	390.45	7.72 ****
	Error	83	4195.37	50.54	
Military	Model	2	317.83	158.91	3.04 *
	Error	207	10809.52	52.21	
Total Service	Model	6	573.65	95.60	1.61
	Error	292	17331.57	59.35	
Gender of Supervisor	Model	1	338.64	338.64	5.70 *
	Error	295	17521.72	59.39	
Supervisor	Model	1	416.22	416.22	7.06 **
	Error	296	17445.29	58.96	
Gender	Model	1	783.59	783.59	13.62 ***
	Error	299	17030.43	57.53	
Race	Model	5	287.08	47.84	0.80
	Error	293	17395.51	59.77	
Age	Model	4	102.78	25.69	0.42
	Error	295	17836.25	60.47	
Education	Model	4	1154.74	288.68	5.07 ***
	Error	295	16787.28	56.90	
Marital Status	Model	1	208.91	208.91	3.51
	Error	301	17733.12	69.50	
Training	Model	1	24.01	24.01	0.40
	Error	298	17918.02	60.12	

* $p < .05$
 ** $p < .01$
 *** $p < .001$
 **** $p < .0001$

Open-Ended Responses. While there was not a specific open-ended question that addressed empowerment, one of the questions did ask about working conditions. Although discussed at length under the second open-ended question, several factors seem relevant here. The narrative responses seem to show both positive (empowering), and negative (disempowering) responses. It is the negative responses that provide the most interest. The narrative responses show that the workplace environment is under flux. Women are being eliminated from small groups for fear of a harassment complaint, mainly because men are afraid that they could be falsely accused. In other cases, the threat of harassment is being used as a weapon. Despite the fact the environment does appear to be empowering, it is being stressed by fears and uncertainty between men and women. These undermining influences, if not detected and monitored, could be very destructive to individuals and organizations desiring to have personnel empowered.

Investigative Question B

To what extent does the individual feel he/she has confidence and self-efficacy to utilize his/her skills?

Developing a Self-Efficacy Scale. Self-efficacy was viewed by the researchers as the individual belief or judgement that personal skills can be used to meet an expected result. The researchers hypothesized self-efficacy could be explained as a construct by using 12 questions on the instrument. The self-efficacy items used for the construct were: 48, 52, 59, 62, 63, 64, 66, 67, 69, 70, 71, and 72. The item topics picked by the researchers described the respondent's importance and enjoyment of the job, and usefulness in the job (items 48, 59, 64). Other items covered tasks involving close collaboration with others, working in groups, cooperation in the organization, and willingness to help others with problems (items 52, 62, 63 and 67). Personal growth was the topic of item 66 and items 69 through 72 discussed the confidence or judgement needed to utilize learned skills. A correlation analysis on the proposed scale resulted in a Cronbach's alpha of .78.

Self-Efficacy Stepwise Regression. The self-efficacy scale was then assigned as the dependent variable for stepwise regression models. The same two approaches used for the stepwise regression to analyze the empowerment construct were used to identify possible predictors of self-efficacy.

Stepwise Approach One. Phase one of the first approach used the eleven sections of items as independent variable. Each item in the section was used individually against the hypothesized self-efficacy construct. After the eleven sections of items were executed, only individual items significant at $p < .15$ were compiled together from the eleven sections to conduct the second stepwise regression procedure. The results of approach one are summarized in Table 10.

TABLE 10
STEPWISE REGRESSION RESULTS FOR SELF-EFFICACY (APPROACH ONE)

Source	DF	Sum of Squares	Mean Square	F	Prob>F
Model	18	29938.23	1663.23	13.90	0.0001
Error	250	29904.76	119.61		
C Total	268	59842.99			
Root MSE	10.93	R-square	0.50		
Dep Mean	100.99	Adj R-sq	0.46		
C.V.	10.82				

Variable	DF	Estimate	Std Error	T for HO	Prob > T
INTERCEP	1	61.83	12.19	5.06	0.0001
Item 3	1	2.06	0.57	3.62	0.0004
Item 5	1	-3.20	1.76	-1.84	0.0661
Item 7	1	2.99	1.05	2.84	0.0049
Item 27	1	2.29	1.15	1.99	0.0474
Item 19	1	-1.94	0.58	-3.34	0.0009
Item 22	1	0.43	0.26	1.61	0.1085
Item 37	1	0.81	0.37	2.19	0.0292
Item 86	1	-1.17	0.46	-2.55	0.0113
Item 93	1	-2.89	0.66	-4.35	0.0001
Item 94	1	1.32	0.59	2.21	0.0277
Item 103	1	-0.98	0.44	-2.19	0.0290
Item 104	1	0.95	0.39	2.37	0.0181
Item 106	1	-1.84	0.40	-4.54	0.0001
Item 107	1	1.27	0.32	3.93	0.0001
Item 111	1	-1.54	0.90	-1.70	0.0892
Item 121	1	1.45	0.77	1.87	0.0620
Item 130	1	2.19	0.72	3.04	0.0026
Item 136	1	-1.00	0.67	-1.48	0.1395

A review of the results from the stepwise regression model reveals several associations to specific items to the construct of self-efficacy. The ambiguous "pat on the back" (item 22) represents a positive reward for a job well done, which in turn builds confidence. Those who agreed that they had been the target of physical sexual harassment as described in item 19 -- leaning over, cornering, pinning

against a wall, or blocking a doorway--are less likely to feel self-efficacy. While those who disagreed that they had been the target of unwelcome sexual teasing, jokes, remarks or questions (item 37) are more likely to feel self-efficacy. In addition, individuals who agreed that unwelcome pressure for sexual favors is sexual harassment (item 27) are more likely to feel self-efficacy.

Items (86, 93, and 94) which deal with denial of work opportunities (i.e., interacting with high level officials, special awards, and promotions) partially based on gender have a basis in disempowerment, and relate to Conger and Kanungo's information gathering process necessary to provide the respondent with the knowledge that certain behaviors will be successful. The results suggest that individuals who agreed interaction with high levels officials (item 86) and special awards (item 93) are partially based on gender are less likely to have self-efficacy. While those disagreeing that promotions are partially based on gender (item 94) are more likely to have confidence and therefore, self-efficacy.

Five items (103, 104, 106, 107, and 111) that were significant in the self-efficacy model dealt with the work environment. Those who agree they feel physically isolated from others (item 103), are required to do menial tasks (item 106), and have been excluded from organizational involvement due to their feelings against sexual harassment (item 111) are less likely to feel confident and have self-

efficacy. In addition, respondents who agreed they could focus on their job (item 104) and have a mentor (item 107) are more likely to have self-efficacy.

Respondents who felt organizational leaders presenting harassment information (item 130) is effective in preventing harassment are more likely to have self-efficacy. Those who disagree with the effectiveness of one-on-one training to prevent sexual harassment (item 136) also limit their self-efficacy. These items provide for sharing of information in terms of acceptable conduct and provides the respondent the knowledge and subsequent confidence that their own beliefs and actions are acceptable. Lastly, those who agreed that telling the supervisor about the harassing behavior (item 121) reflects confidence in the respondent to act for their well being.

Stepwise Approach Two. Ten sections of items were aggregated into scales and used in the second stepwise regression approach against the dependent variable self-efficacy. Once again the demographic section was not used because it is not a scale as the other ten sections. This was to determine if any of the scales (constructs) might be a predictor for self-efficacy.

Six survey sections were significant in the second approach, including: defining sexual harassment, target of harassment, work environment, empowerment, impact of training, and dealing with harassment. At first glance, inclusion of the defining sexual harassment and target of

harassment section at this point is surprising, in that they seem skill related for the defining portion, and the target of harassment section a by-product of the organizational conditions. If an individual disagreed in general with the defining sexual harassment scale and agreed with the target of harassment scale, then they were less likely to feel self-efficacy. The mostly likely explanation is there is a dependent relationship between self-efficacy and empowerment. In many cases the existence of each construct depends upon the other. This can be seen in the fact that the scale of empowerment is significant to this model. The empowerment construct was used to specify organizational perceptions used to describe the organizational conditions that would promote or limit self-efficacy. The work environment section represents similar types of questions about the organization, but more miscellaneous in scope. Individuals agreeing as a whole to the scales for empowerment and work environment are more likely to have self-efficacy.

The impact of training also proved significant. The data shows that confidence is gained by those individuals who are trained and influence by media and society. The last significant section, dealing with harassment, is comprised of formal and informal actions in handling sexual harassment. Individuals with an aggregate response rate of agreement with the dealing with harassment scale are most likely to be empowered. This model generated a value for R^2

of .95. The results of the second stepwise regression approach are summarized in Table 11.

TABLE 11
STEPWISE REGRESSION RESULTS FOR SELF-EFFICACY (APPROACH TWO)

Source	DF	Sum of Squares	Mean Square	F	Prob>F
Model	6	51620.50	8603.41	908.91	0.0001
Error	242	2290.68	9.46		
C Total	248	53911.18			
Root MSE	3.07	R-square	0.95		
Dep Mean	101.30	Adj R-sq	0.95		
C.V.	3.03				

Variable	DF	Estimate	Std Error	T for HO	Prob > T
INTERCEP	1	-4.88	2.56	-1.90	0.0582
LABEL	1	-0.03	0.01	-2.17	0.0305
TARGET	1	-0.04	0.02	-1.76	0.0786
WORK	1	-0.05	0.03	-1.58	0.1141
EMPOWER	1	1.04	0.01	67.60	0.0001
TRN	1	-0.09	0.04	-2.03	0.0435
DEAL	1	0.39	0.02	17.48	0.0001

ANOVA and Multiple Comparison of Means. The hypothesized construct for self-efficacy, composed by the aggregate of 12 items, was used as the dependent variable for several one-way ANOVAs. Each of the eleven demographic survey items were used individually as the independent variables. The results showed that three variables had means which were significantly different: civilian, supervisory position, and education.

The means difference for the six levels of civilian were significant against the construct of self-efficacy ($F=3.85$, $df=5/80$, $p<.01$). A multiple comparison of the

means, using the Tukey Test, found that there was a difference between GS 1-4 from the categories of GS 10-12, GS 13-14, GM 15+, and Other. The lack of a meaningful sample for GS 1-4 draws into question the validity of this result.

Whether a respondent held a supervisory position was also significant to self-efficacy ($F=6.84$, $df=1/288$, $p<.01$). The mean for supervisors ($\mu_1=105.46$) was significantly different at $p<.05$, compared to the mean of non-supervisors ($\mu_2=99.93$).

Finally, the means of the educational level of the respondents were also found to be significantly different ($F=2.38$, $df=4/287$, $p<.05$). Through a multiple comparison of means, again using the Tukey Test, significance at $p<.05$ was found between those with an Associate's degree and Bachelor's degree.

No significant differences were observed from the ANOVA for military rank, total service time, gender, race, age, marital status, and training. However, it should be noted that the p-values for gender of respondent and marital status were $p=.0693$ and $p=.0687$ respectively.

Two-way ANOVAs were performed with no significant interaction detected. The results of the one-way ANOVAs for self-efficacy are presented in Table 12.

TABLE 12
ANALYSIS OF VARIANCE SUMMARIES
OF SELF-EFFICACY BY DEMOGRAPHIC VARIABLES

VARIABLE	SOURCE	DF	SUM OF SQUARES	MEAN SQUARE	F
Civilian	Model	5	4004.77	800.95	3.85 **
	Error	80	16648.62	208.10	
Military	Model	2	359.65	179.82	0.90
	Error	202	40416.36	200.08	
Total Service	Model	6	1349.35	224.89	1.04
	Error	284	61590.93	216.86	
Gender of Supervisor	Model	1	198.66	198.66	0.91
	Error	287	62631.55	218.22	
Supervisor	Model	1	1458.51	1458.51	6.84 **
	Error	288	61419.82	213.26	
Gender	Model	1	717.25	717.25	3.32
	Error	288	62161.36	215.83	
Race	Model	5	1078.12	179.68	0.83
	Error	283	61801.36	217.61	
Age	Model	4	242.81	60.70	0.28
	Error	287	64734.89	218.58	
Education	Model	4	2025.91	506.47	2.38 *
	Error	287	6095.79	212.37	
Marital Status	Model	1	716.61	716.61	3.34
	Error	290	62261.09	214.69	
Training	Model	1	214.17	214.17	1.07
	Error	290	62763.53	216.42	

* $p < .05$
 ** $p < .01$

Open-Ended Responses. As with Question A, there was not a specific open-ended question that addressed self-efficacy. However, respondents said that changes in the working conditions were being made. Women were being allowed to assume previously held male positions (i.e., combat support aircraft, missiles, and most recently combat aircraft). The opportunities to gain confidence and self-efficacy seem to be growing for women. With the improvement of the working conditions, some women said that sensitivities were improving. This of course, furthers the opportunity for women to express their feelings rather be expected to assume a male-oriented role.

Investigative Question C

Which informal and formal steps are perceived to be effective in stopping and preventing sexual harassment?

The researchers created three sections to enable them to classify the data and answer this question. The first section on personal actions, consisted of 13 items describing behaviors an individual can do to stop sexual harassment. The second section focused on designing a prevention program from among 13 options. In order to ascertain the perceptions of the respondents, a special five point Likert-type scale, measuring effectiveness was used for these two sections. The third section included 16 questions which focused on dealing with harassment. These items asked respondents their perception on informal and formal steps in handling sexual harassment. In addition, an open-ended question in Part IV asked respondents to state the first thing they would do to improve the work environment from sexual harassment.

Effectiveness of Personal Actions. Respondents were given 13 actions, and asked to rate how effective they felt each particular action would be in stopping sexual harassment.

Rankings and Ratings of Personal Actions.

The responses in the somewhat effective and very effective categories were totalled and divided by the total responses to establish a rating, which were then used to determine a ranking. A rating above 50 would be considered positive or

effective from the respondents' perspective.

Those personal actions receiving the highest ratings were all active responses--respondents felt that harassment should be handled directly, most often informally. Ranked first was item 121, telling my supervisor about the behavior with a 91 percent rating. The next two highest effective actions were telling the person to stop (item 118) at 89 percent and making a formal complaint (item 124) with an 88 percent rating. At 78 percent, item 117, asking the person to stop. The fifth effective action was telling someone above the supervisor (item 119). The remaining actions that had positive ratings, with 59 and 55 percent, were threatening to tell other workers (item 119) and telling other workers (item 120).

The personal actions that received a rating below 50 were considered by the respondents as ineffective. Six of the 13 actions fell into this category. In all but one of these actions, the behavior suggests avoiding the problem of harassment. Some of these actions were telling the police (item 127) at 39 percent, transferring out of the unit (item 123) at 35 percent, and avoiding the person (item 116) at 31 percent. The items perceived by the respondents to be the most ineffective personal actions were ignoring the behavior (item 115) at 23 percent, telling my family (item 125) at 12 percent, and joking about the behavior (item 122) at 5 percent. The results of are provided in Table 13.

TABLE 13
RANKINGS AND RATINGS OF
PERSONAL ACTIONS TO STOP SEXUAL HARASSMENT

RANK	ITEM	ACTIONS	RATING
1	121	Telling my supervisor about the behavior	91
2	118	Telling the person to stop	89
3	124	Making a formal complaint	88
4	117	Asking the person to stop	78
5	126	Telling someone above the supervisor	73
6	119	Threatening to tell other workers	59
7	120	Telling other workers	55
8	127	Telling the police	38
9	123	Transferring out of the unit	35
10	116	Avoiding the person	31
11	115	Ignoring the behavior	23
12	125	Telling my family	12
13	122	Joking about the behavior	5

Gender Versus Personal Actions. Demographic variables were used in t- and the chi-square tests with each of the 13 items in the personal actions section. The most significant variable was gender of respondents. The results of both tests for gender versus personal actions are presented in Table 14.

In item 115, respondents were asked if ignoring the behavior was effective in stopping sexual harassment. There was a significant difference at $p < .01$, with the mean response

rate for men at 2.03, compared to 2.46 for women. In addition, the chi-square was also significant for item 115 ($\chi^2=6.11$, $p<.05$). Male respondents selected ineffective 71 percent, versus 56 percent for women. Borderline found 9 percent of the men, with just over 15 percent for women. Surprisingly, 30 percent of the women felt the ignoring the behavior was effective, compared to 21 percent of the men.

A t-test on whether threatening to tell other workers (item 119) was effective also found a significant difference in mean response rates for men (3.67) and women (3.26) at $p<.01$. The chi-square for this item was not significant. The reverse in tests results was observed for item 125. This item asked whether telling my family was effective. The t-test was not significant at $p<.05$, yet the execution of a chi-square resulted in significance ($\chi^2=8.33$, $p<.05$). Nine percent of both men and women felt the action was effective in handling sexual harassment. The ineffective responses for men were 77 percent, compared to 61 percent for women. The borderline category showed uncertainty for women who selected this response 30 percent, while men selected this only 14 percent of the time.

TABLE 14
RESULTS OF t AND χ^2 TESTS
GENDER VERSUS PERSONAL ACTIONS SECTION

ITEM	VARIABLE	μ_1 MEN	μ_2 WOMEN	t-value	χ^2
115	PERACT1	2.03	2.46	-2.54 **	6.11 * ₃
116	PERACT2	2.51	2.69	-1.08	1.45
117	PERACT3	4.11	3.97	1.14	1.07
118	PERACT4	4.36	4.33	0.21	1.38
119	PERACT5	3.67	3.26	2.60 **	5.08
120	PERACT6	3.44	3.19	1.44	2.75
121	PERACT7	4.41	4.34	0.53	0.47
122	PERACT8	1.54	1.65	-0.89	2.93
123	PERACT9	2.72	2.55	0.79	0.62
124	PERACT10	4.45	4.29	1.36	3.43
125	PERACT11	1.95	2.09	-0.90	8.33 * ₃
126	PERACT12	4.04	3.79	1.74	1.98
127	PERACT13	2.94	2.88	0.30	0.52

* $p < .05$

** $p < .01$

₃ 3 collapsed columns

Other Variables Versus Personal Actions. There was a significant difference in mean responses rates (2.28 and 1.93) between supervisors and non-supervisors at $p < .05$ for item 125, telling my family. A t-test was significant at $p < .05$ for training and item 118, telling the person the stop. Those trained felt more strongly, 4.43 compared to 4.20 for untrained respondents that it was effective. There were significant differences found for gender of the immediate supervisor or marital status. A discussion on training versus personal actions is on page 163.

Effectiveness of Prevention Program Options. The 13 options given to the respondents were ranked based on their perceived effectiveness.

Rankings and Ratings of Options. The rating was determined by adding the percentages of somewhat effective and very effective. Then these ratings were ranked in order from highest to lowest. A rating above 50 was determined to be positive or effective. The results of the rankings and ratings are shown in Table 15. Ten of the 13 are considered effective in designing a prevention program for sexual harassment by respondents.

Receiving a 98 percent rating and the number one ranking was item 132, enforcing penalties against sexual harassers. The second most effectively rated item with 93 percent was to provide swift and thorough investigation of complaints (item 128). Parallel with the number one option, the third highest (83 percent) option was item 131, enforcing penalties against managers who allow the behavior to continue. Eighty-one percent thought filing a formal complaint was effective for fourth place (item 140). Close in fifth place, at 80 percent is providing detailed training on how to personally deal with harassment on an one-on-one basis (item 136) and sixth was publicize formal complaint channel procedures (item 137) at 74 percent. The preceding six options were considered very effective by respondents.

The following four options would be somewhat effective overall, as recorded by respondents. These include: publish the results of sexual harassment cases in the base paper (item 139) at 69 percent, provide sexual harassment awareness training for all employees (item 138) at 68

percent, have organizational leaders present information about sexual harassment (item 130) at 67 percent, and publish articles in the base paper about dealing with harassment (item 129) at 65 percent.

Item 133, having periodic working group meetings to discuss sexual harassment and its impact on the unit was borderline at 50 percent. The two options which were considered ineffective in preventing sexual harassment was showing video tapes of senior leaders talking about sexual harassment at 27 percent and placing posters on bulletin boards at 19 percent.

TABLE 15
RANKINGS AND RATINGS OF
OPTIONS FOR DESIGNING A PREVENTION PROGRAM

RANK	ITEM	ACTIONS	RATING
1	132	Enforce penalties against sexual harassers	98
2	128	Provide swift and thorough investigation of complaints	93
3	131	Enforce penalties against managers who allow the behavior to continue	86
4	140	File a formal complaint	81
5	136	Provide detailed training on how to personally deal with harassment on an one-on-one basis	80
6	137	Publicize formal complaint channel procedures	74
7	139	Publish the results of sexual harassment cases in the base paper	69
8	138	Provide sexual harassment awareness training for all employees	68
9	130	Have organizational leaders present information about sexual harassment	67
10	129	Publish articles in the base paper about dealing about harassment	65
11	133	Have periodic working group meetings to discuss sexual harassment and its impact on the unit	50
12	134	Show video tapes of senior leaders talking about sexual harassment	27
13	135	Place posters on bulletin boards	19

Gender Versus Designing a Prevention Program.

Though the t-test was not significant for item 128, providing swift and thorough investigation of complaints, the chi-square was significant ($\chi^2=8.85$, $p<.05$). Ninety-five of the women felt this option would be effective in preventing sexual harassment, compare to 92 percent of men. There were no women who felt this action was ineffective, although 7 percent of the men did feel it was ineffective.

Item 136, providing detailed training on how personally to deal with harassment on an one-on-one basis, the null hypothesis, $H_0: \mu_1=\mu_2$, was rejected with a t-value of -2.44 at $p<.05$. The mean response for men was 3.99, while women's mean response was 4.30. The chi-square was also significant at ($\chi^2=8.48$, $p<.05$). Ten percent of the men responded ineffective, while women selected ineffective 4 percent. The reverse was seen on the effective portion of the scale as men responded to this 75 percent and women 89 percent. Borderline was selected by 15 percent of the men compared to only 7 percent of the women.

The chi-square was significant ($\chi^2=6.11$, $p<.05$) for item 139, publishing the results of sexual harassment cases in the base paper. More specifically, 75 percent of the women felt the option would be effective in preventing sexual harassment, compared to 67 percent of the men. However, men selected borderline 19 percent of the time, versus only 7 percent for women. The ineffective categories were chosen by women 18 percent, versus 14 percent for men.

The results of the t and chi-square tests are summarized in Table 16.

TABLE 16
RESULTS OF t AND χ^2 TESTS
GENDER VERSUS DESIGNING A PREVENTION PROGRAM SECTION

ITEM	VARIABLE	μ_1 MEN	μ_2 WOMEN	t-value	χ^2
128	DESIGN1	4.56	4.67	-0.97 +	8.85 * ₃
129	DESIGN2	3.57	3.75	-1.31	2.74
130	DESIGN3	3.72	3.72	-0.00	2.31
131	DESIGN4	4.34	4.56	-1.95 +	2.80
132	DESIGN5	4.83	4.81	0.16	1.20
133	DESIGN6	3.39	3.34	0.27	2.56
134	DESIGN7	2.62	2.65	-0.17	1.21
135	DESIGN8	2.29	2.49	-1.33	1.58
136	DESIGN9	3.99	4.30	-2.44 +*	8.48 * ₃
137	DESIGN10	3.89	3.90	-0.05	0.03
138	DESIGN11	3.76	3.87	-0.75	3.51
139	DESIGN12	3.81	3.93	-0.81	6.11 * ₃
140	DESIGN13	4.09	4.09	-0.00	2.03

+ adjusted for unequal variance

* $p < .05$

₃ 3 collapsed columns

Supervisor Versus Designing a Prevention Program.

The most noticeable differences in the perception of effectiveness of options to prevent sexual harassment were seen between supervisors and non-supervisors. In each case the supervisors' mean response rates were higher than those of non-supervisors.

Item 130, having organizational leaders present information about sexual harassment, the chi-square was significant ($\chi^2=6.97$, $p < .05$). Seventy-three percent of the supervisors felt this option was effective, while only 63 percent of non-supervisors agreed. However, when selecting

ineffective, supervisory respondents agreed only 2 percent, compared to 18 percent for non-supervisors.

When asked to rate the effectiveness of showing videotapes of senior leaders talking about sexual harassment (item 134), the t-test and chi-square ($\chi^2=6.97$) were both significant at $p<.05$. Forty percent of the supervisors felt item 134 was effective, compared to 23 percent of non-supervisors.

The null hypothesis, $H_0: \mu_1=\mu_2$, was rejected at $p<.01$ with a t-value of 3.66 for item 135. The mean response rate for supervisors was 2.85 and 2.24 for non-supervisors. This item suggested placing posters on bulletin boards, which was also significant for the chi-square ($\chi^2=11.41$, $p<.01$). There was a sharp difference, with 40 percent of the supervisors finding item 135 ineffective, versus 65 percent for non-supervisors. A large proportion selected borderline, 29 and 22 percent, respectively. However, effective responses came from 31 percent of supervisors, compared to only 13 percent for non-supervisors.

The last significant item (138) suggested providing sexual harassment awareness training for all employees. The t-test resulted in a significant difference between means at $p<.01$, with the supervisory mean response rate at 4.23, and non-supervisors at 3.70. The chi-square was also significant ($\chi^2=9.47$, $p<.01$) for item 138. Supervisors felt this option was effective 87 percent, while non-supervisors selected this option 64 percent. Only 2 percent of the

supervisors felt this was ineffective in preventing sexual harassment, with 15 percent of the non-supervisors selecting ineffective. The results for supervisors and non-supervisors compared to the designing a prevention program are compiled in Table 17.

TABLE 17
RESULTS OF t AND χ^2 TESTS
SUPERVISOR VERSUS DESIGNING A PREVENTION PROGRAM SECTION

ITEM	VARIABLE	μ_1 YES	μ_2 NO	t-value	χ^2
128	DESIGN1	4.57	4.61	-0.30	1.18
129	DESIGN2	3.62	3.63	-0.07	0.99
130	DESIGN3	4.01	3.65	2.30	6.97 * ₃
131	DESIGN4	4.46	4.39	0.47	2.78
132	DESIGN5	4.87	4.81	0.63	0.96
133	DESIGN6	3.55	3.34	1.15	1.50
134	DESIGN7	2.96	2.57	2.20 *	6.50 * ₃
135	DESIGN8	2.85	2.24	3.66 **	11.41 ** ₃
136	DESIGN9	4.21	4.06	0.92	1.02
137	DESIGN10	4.03	3.87	1.02	0.13
138	DESIGN11	4.23	3.70	3.12 **	9.47 ** ₃
139	DESIGN12	3.91	3.84	0.38	1.45
140	DESIGN13	4.12	4.09	0.21	0.99

* $p < .05$
 ** $p < .01$
 , 3 collapsed columns

Dealing with Sexual Harassment. In an attempt to go beyond obtaining perceptions of effectiveness for personal actions and designing a prevention program, 16 items were formulated to seek specific attitudes on formal and informal actions.

Gender Versus Dealing with Sexual Harassment.

When respondents were asked if they had learned skills to handle sexual harassment on their own (item 68), there was a

significant difference between mean response rates at $p < .05$ for gender. The male mean response rate was 5.10, and 5.57 for females. A t-test on item 73 was not significant at $p < .05$. This item was--even though I understand formal procedures, I would be afraid to report sexual harassment. However, the chi-square test was significant ($\chi^2 = 6.98$, $p < .05$). Twenty-four percent of the men agreed with this statement, compared to 36 percent of the women. The borderline response received 14 percent from men and 7 percent from women. Over 63 percent of the men disagreed that they would be afraid, compared to 58 percent of the women.

On whether it would hurt their career or job opportunities to initiate a formal sexual harassment complaint (item 79), the t-test was significant at $p < .01$. The mean response rate for men was 3.11 and 4.04 for the women. In addition, the chi-square test was also significant ($\chi^2 = 15.53$, $p < .001$), indicating a strong difference between men and women. Though the borderline responses were relatively close, the disagree and agree responses were very distinct. Men disagreed (60 percent) that it would hurt their career, versus only 35 percent for women. A large proportion of women (47 percent) felt filing a complaint could be very harmful to their future career and opportunities, contrasted to men at 26 percent.

There was a significant difference between men and women mean response rate (4.45 vs. 5.00) at $p < .05$ on item

81, which asked if your immediate supervisor was a harasser, would you go to their supervisor (not the harasser) to help handle the problem informally. The chi-square test was not significant for item 81.

The null hypothesis, $H_0: \mu_1 = \mu_2$, was rejected at $p < .01$ with a t-value of 3.22 for item 83, which asked if the way a person dresses may invite sexual harassment. The mean response rate for men was 5.03 and 4.26 for women. The chi-square was also significant ($\chi^2 = 10.63$, $p < .01$) for item 83. Men agreed (74 percent) that the way a person dresses may invite sexual harassment, versus only 54 percent for women. Borderline responses were 9 and 10 percent respectively, but men disagreed 17 percent to the 35 percent of women. The results of all t and chi-square tests for gender against the items in the dealing with harassment section are in Table 18.

TABLE 18
RESULTS OF t AND χ^2 TESTS
GENDER VERSUS DEALING WITH HARASSMENT SECTION

ITEM	VARIABLE	μ_1 MEN	μ_2 WOMEN	t-value	χ^2
68	DEAL1	5.10	5.57	-2.47 *	4.64
69	DEAL2	5.55	5.75	-1.25	0.60
70	DEAL3	5.25	5.33	-0.50	0.41
71	DEAL4	5.81	5.78	0.21	0.20
72	DEAL5	5.39	5.37	0.11	0.17
73	DEAL6	2.90	3.32	-1.83	6.98 *, ₃
74	DEAL7	1.44	1.35	0.62	0.65
75	DEAL8	5.70	5.66	0.21	0.84
76	DEAL9	4.73	4.71	0.08	1.14
77	DEAL10	4.16	4.45	-1.43	2.01
78	DEAL11	5.02	5.20	-0.82	0.05
79	DEAL12	3.11	4.04	-4.25 **	15.53 *** ₃
80	DEAL13	3.84	3.83	0.03	0.76
81	DEAL14	4.45	5.00	-2.47 *	2.52
82	DEAL15	4.04	3.62	1.87	3.23
83	DEAL16	5.03	4.26	3.22 +**	10.63 ** ₃

+ adjusted for unequal variance

* $p < .05$

** $p < .01$

*** $p < .001$

₃ 3 collapsed columns

Supervisor Versus Dealing with Sexual Harassment.

The 16 items in this section only produced two significant relationships with holding a supervisory position, item 5. Item 69, I feel confident that I can effectively use my skills to stop subtle harassment from a peer or subordinate, was significant at $p < .05$. Also the chi-square test was significant ($\chi^2 = 10.88$, $p < .05$). Supervisors selected moderately or decidedly agree 72 percent, compared to non-supervisors at 54 percent. Also supervisors responded 15 percent to slightly agree, compared to the 32 percent for non-supervisors.

On whether a respondent would use the formal complaint system to solve a sexual harassment problem (item 77), the chi-square was also significant ($\chi^2=6.13$, $p<.05$). Supervisors agreed 55 percent, compared to 44 percent for non-supervisors. On the disagree categories, the supervisors selected these responses 18 percent, while the non-supervisors used these responses 39 percent of the time. Table 19 presents the results of the t and chi-square tests for supervisory position and dealing with sexual harassment.

TABLE 19
RESULTS OF t AND χ^2 TESTS
SUPERVISOR VERSUS DEALING WITH HARASSMENT SECTION

ITEM	VARIABLE	μ_1 YES	μ_2 NO	t-value	χ^2
68	DEAL1	5.38	5.22	0.71	3.71
69	DEAL2	5.93	5.53	2.18 *	10.88 * ₅
70	DEAL3	5.56	5.20	1.80	3.43
71	DEAL4	5.98	5.75	1.24	3.50
72	DEAL5	5.65	5.32	1.60	5.53
73	DEAL6	2.85	3.08	-0.86	3.44
74	DEAL7	1.31	1.45	-0.82	2.83
75	DEAL8	5.88	5.63	1.17	1.58
76	DEAL9	4.98	4.69	1.31	3.52
77	DEAL10	4.63	4.17	1.93	6.13 * ₃
78	DEAL11	5.30	5.05	0.98	3.24
79	DEAL12	3.15	3.45	-1.17	1.44
80	DEAL13	4.18	3.75	1.83	2.68
81	DEAL14	5.00	4.52	1.85	2.52
82	DEAL15	3.71	3.97	-1.00	1.99
83	DEAL16	4.55	4.86	-1.21	0.87

* $p<.05$

₅ 5 collapsed columns

₃ 3 collapsed columns

Open-Ended Responses. Responses to the effectiveness of certain actions in preventing sexual harassment were very similar to those selected in the survey items. There were some differences though. For example, there were many general answers that would help to promote a professional work environment, not the least of which was creating an environment respectful of both women and men--where women would be treated as capable and equal. This environment would also recognize that men and women are different and accent the positive strengths and attributes, not the negative. Other answers stressed the importance of the supervisors being in support of the sexual harassment policies and providing an open door policy.

Investigative Question D

How effective is training in providing individuals information to recognize and report sexual harassment?

Item 11 in the demographic section, asked respondents "Have you ever received any type of organized sexual harassment training?" The results showed that, 194 of the respondents received some form of organized sexual harassment training while the remaining 112 had not participated. The description "any type of organized training" was intended to baseline only training that had prescribed objectives and guidelines, whether sponsored by the private or public sector. The key word then was organized. In addition, the researchers did not attempt to specify the length of training or any period limitation (i.e., within 12 months, etc.). In the analysis that follows, the researchers evaluated whether participation in training makes a difference in recognizing and reporting harassment. Item 11, trained versus untrained was used in both t-tests and chi-square, to determine possible associations and significance with all items associated with recognizing or reporting harassment.

Training Versus Defining Sexual Harassment. Each of the 15 items in the defining sexual harassment section was paired against item 11 in a t-test. The researchers hypothesized that there would be a few items in which $\mu_1 \neq \mu_2$. However, the results of the t-test indicated there were no significant difference between trained and untrained

respondents. In fact there were no significance even at $p < .10$ on any of t-tests. Table 20 recaptures both means and t-values from t-tests associated with items in the defining sexual harassment section.

TABLE 20
RESULTS OF t AND χ^2 TESTS
TRAINING VERSUS DEFINING SEXUAL HARASSMENT SECTION

ITEM	VARIABLE	μ_1 YES	μ_2 NO	t-value	χ^2
12	LABEL1	5.97	5.73	1.21	1.98
15	LABEL2	6.51	6.52	-0.12	1.51
18	LABEL3	5.59	5.91	-1.61 +	3.58
21	LABEL4	1.99	1.93	0.36 +	12.75 *, ₃
24	LABEL5	5.56	5.40	0.72	0.60
27	LABEL6	6.88	6.83	0.64 +	1.30
30	LABEL7	5.45	5.32	0.52	2.73
33	LABEL8	5.89	5.93	-0.22	1.57
36	LABEL9	5.82	5.66	0.91	0.38
40	LABEL10	5.56	5.50	0.28	0.69
41	LABEL11	4.36	4.42	-0.28	0.99
43	LABEL12	5.53	5.41	0.55	0.23
44	LABEL13	1.58	1.59	-0.11	1.32
45	LABEL14	3.95	3.87	0.35	0.01
46	LABEL15	4.76	4.81	-0.22	2.99

+ adjusted for unequal variance

* $p < .05$

₃ 3 collapsed categories

In addition to t-tests, the same items in defining sexual harassment were introduced against training using contingency tables to perform chi-square tests of independence. Initially, 2 by 7 contingency tables were constructed. However, SAS produced warning messages on six of the 15 tables because one or more of the expected cell counts were less than 5 (SAS, 1989:860). Violation of this assumption calls into question the validity of each one of

the six respective chi-square values. Therefore, the categories associated with the 7 point scale were collapsed into three: disagree, borderline, and agree. This eliminated the warning messages and the results are listed in Table 20.

The only significant combination on training was with item 21, which was, "I would label 'a pat on the back' as sexual harassment." This was the only significant pair in both chi-square procedures ($\chi^2=12.75$, $p<.01$). This item was one of two examples of behavior which was not sexual harassment. This might explain the difference between those who have been trained and those untrained.

Training Versus Dealing with Harassment. When t-tests were executed with the items associated with dealing with harassment against training, there was one item (77) significant at $p<.05$. This question asked respondents if they would use the formal complaint system to solve a sexual harassment problem. The mean response was 4.41 for those trained and 3.99 for untrained respondents. The results of all the t-tests between training and items in the dealing with harassment scale are in Table 21.

Initially, 2 x 7 contingency tables were produced for items associated with dealing with harassment and training. Item 73, stated "Even though I understand formal procedures, I would be afraid to report sexual harassment.", was significant ($\chi^2=14.42$, $p<.05$) for trained and untrained respondents. Nearly 20 percent of the untrained respondents

answered borderline to this question, compared to only 6 percent of the trained respondents. In addition, trained respondents were more likely to disagree with this statement. Also coinciding with formal procedures was item 78, in which respondents were asked if they would not report sexual harassment because initiating a report could result in a more severe punishment for the harasser than was warranted. The results were again significant for trained versus untrained ($\chi^2=12.93$, $p<.05$). Trained individuals were more likely to answer moderately or decidedly agree, 56 percent combined versus 44 percent for untrained respondents. The last significant item with seven categories was item 81 ($\chi^2=18.51$, $p<.01$) which asked respondents if they were being harassed by their immediate supervisor, would they go to their supervisor (not the harasser) to help them handle the problem informally. Those trained were more likely to agree with this statement and were less likely to be borderline (9 percent) on this item compared to those untrained (16 percent).

Since a few of the contingency tables were generating warning messages, categories for the 7 point scale were collapsed to 5. Decidedly and moderately disagree and agree categories were combined together, while slightly disagree and agree categories, and the borderline category were not altered. Item 76 was significant ($\chi^2=9.61$, $p<.05$), when respondents were asked if they felt third party intervention can effectively solve most harassment problems in the

workplace. Individuals trained were more likely to respond decidedly agree (42 percent) versus untrained respondents (27 percent). Both trained and untrained were nearly in consensus for both disagree categories and borderline. Respondents who were trained agreed more (38 percent) with item 80, Making a formal sexual harassment complaint would resolve the problem, than those untrained (28 percent). Untrained respondents were more likely to answer borderline (30 percent) compared to trained (22 percent), resulting in this becoming significant ($\chi^2=9.78$, $p<.05$).

Finally, a three category scale was constructed, forming 2 x 3 contingency tables. This resulted in item 79 being significant ($\chi^2=9.78$, $p<.05$). Trained respondents disagreed more (58 percent to 44 percent) with the statement, it would hurt my career or job opportunities if I initiated a formal sexual harassment complaint. In addition, untrained individuals selected both borderline (21 percent to 13 percent) and agreed (35 percent to 30 percent) compared to those trained. Table 21 lists the results of chi-square tests of independence for items within making up dealing with harassment.

TABLE 21
RESULTS OF t AND χ^2 TESTS
TRAINING VERSUS DEALING WITH HARASSMENT SECTION

ITEM	VARIABLE	μ_1 YES	μ_2 NO	t-value	χ^2
68	DEAL1	5.31	5.13	0.98	7.29
69	DEAL2	5.71	5.45	1.74	8.55
70	DEAL3	5.35	5.16	1.10	2.16
71	DEAL4	5.88	5.69	1.25	6.10
72	DEAL5	5.46	5.27	1.11	6.38
73	DEAL6	3.03	3.00	0.09	14.42 [*] ₇
74	DEAL7	1.38	1.47	-0.63	3.79
75	DEAL8	5.71	5.62	0.52	10.78
76	DEAL9	4.79	4.58	1.13	9.61 [*] ₅
77	DEAL10	4.41	3.99	2.20 [*]	3.79
78	DEAL11	5.18	4.94	1.13	12.93 [*] ₇
79	DEAL12	3.25	3.58	-1.54	6.39 [*] ₃
80	DEAL13	3.85	3.78	0.39 ⁺	9.78 [*] ₅
81	DEAL14	4.68	4.50	0.84 ⁺	18.51 ^{**} ₇
82	DEAL15	3.85	4.09	-1.08	9.09
83	DEAL16	4.96	4.55	1.95	9.57

⁺ adjusted for unequal variance

^{*} $p < .05$

^{**} $p < .01$

₇ 7 categories

₅ 5 collapsed categories

₃ 3 collapsed categories

Training Versus Personal Actions. The respondents were asked to rate the effectiveness for 13 items listing personal actions they could take to stop sexual harassment. These 13 items were then individually run against training in t-tests. Only one item (118), telling the person to stop, was significant at $p < .05$. The mean response for trained respondents was 4.43, compared to 4.20 for untrained. Which suggests that trained individuals felt telling the person was more effective then the untrained respondent. Table 22 lists the results of all t-tests of training versus items in the personal actions section.

Contingency tables were assembled using training, and the five point Likert-type scale was used for the 13 items in the personal actions section. Only item 118, telling the person to stop was significant ($\chi^2=9.51$, $p<.05$).

Individuals who had training were more likely to answer very effective (49 percent versus 39 percent), compared to individuals not trained. The categories were collapsed to three, yet no significance was detected at $p<.05$. Results of the chi-square tests are located in Table 22.

TABLE 22
RESULTS OF t and χ^2 TESTS
TRAINING VERSUS PERSONAL ACTIONS SECTION

ITEM	VARIABLE	μ_1 YES	μ_2 NO	t-value	χ^2
115	PERACT1	2.19	2.08	0.67	2.73
116	PERACT2	2.55	2.62	-0.44	1.99
117	PERACT3	4.13	3.95	1.61	2.41
118	PERACT4	4.43	4.20	1.98 *	9.51 * ₅
119	PERACT5	3.53	3.59	-0.41	2.96
120	PERACT6	3.31	3.48	-1.06	2.30
121	PERACT7	4.39	4.37	0.18	6.15
122	PERACT8	1.60	1.52	0.74 +	9.12
123	PERACT9	2.70	2.62	0.43	3.05
124	PERACT10	4.47	4.28	1.71	6.53
125	PERACT11	2.10	1.83	1.93	3.89
126	PERACT12	3.95	4.01	-0.47	3.51
127	PERACT13	2.99	2.83	0.91	3.79

+ adjusted for unequal variance

* $p < .05$

₅ 5 categories

Training Versus Feelings on Harassment. The three items (39, 42 and 47), looking at feelings on harassment were used in t-tests and chi-square tests of independence against training. The results showed no significance at $p < .05$ for any test.

Training Versus the Impact of Training. The intent of items 112 to 114 was to determine if the respondents believed that training had effected their attitudes or behavior, and if society and media emphasis on sexual harassment had increased their sensitivities. While almost all respondents answered these two items, only the 194 who answered yes to participating in organized sexual harassment training (item 11) were used for analysis on this question. Several two and three-way contingency tables were constructed using training, one of the three training impact items, and demographics.

Item 112. One item that registered significant ($\chi^2=10.82$, $p < .01$) was the gender of respondent (item 6), and whether training had influenced the respondent's attitude on sexual harassment (item 112), and of those trained (item 11). More specifically, 50 percent of the men agreed training had influenced their attitude, while only 30 percent of the women felt the same way. In addition, 4 percent of the men were borderline compared to 16 percent of the women.

Another significant ($\chi^2=6.03$, $p < .05$) chi-square test of independence was item 112, with the interaction of

supervisor (item 5) and item 11. Fifty-seven percent of the supervisors agreed their attitude on sexual harassment had been influenced by training, while 32 percent disagreed. Of the non-supervisory respondents, only 41 percent agreed training had influenced their attitude toward sexual harassment and 53 percent disagreed.

Item 113. There were no significant results observed at $p < .05$ for any t or χ^2 tests.

Item 114. Item (114) asked respondents if the media and society had caused them to be more sensitive to sexual harassment. There was no significance observed at $p < .05$ for either a t or χ^2 tests.

Open-Ended Responses. Respondents thought that training would provide the means by which information, such as male/female sensitivities and formal procedures (both organizational and legal), could be imparted to personnel. Even though the survey items that addressed defining sexual harassment did not prove to be influenced by training, the frequency of the responses requesting training on sexual harassment supports its role. Training can be the means by which standardization of common definitions of harassing behaviors can be discussed. The responses for this question also seemed to be gender neutral, unlike the open-ended question on dealing with gender discrimination. Here, it was impossible to ascertain if the response was from a male or female, which showed that training is an acceptable method to both genders.

Investigative Question E

To what extent does an individual feel gender discrimination influences the selection for work-related opportunities and management partiality?

This section consisted of 18 items on gender discrimination and an additional five other items (79, 82, 83, 106, and 111) that might also be defined as subtle sexual harassment. These items described behaviors or actions in the work environment which are partially based on a person's gender.

Gender Discrimination Versus Gender. The level of significance and frequency of both the t-tests and the χ^2 on the items in the gender discrimination section by the gender of the respondent (item 6) are the strongest and most consistently observed from the data. Fourteen of the 18 items were significant for t-tests; in fact all but one was significant at the $p < .01$ level. In addition, on every item in this section, the mean response rate for women (μ_2) was higher than the mean response rates for men (μ_1), which indicates that women felt each example of behavior was more prevalent than their male counterparts. Also, 14 of the 18 χ^2 tests of independence were significant. Finally, the average of all responses was always in the disagree range on the scale. All results of t and χ^2 tests for gender discrimination items versus the gender of the respondent, can be seen in Table 23.

In item 84, the respondents were asked if "the decision of who may go TDY is at least partially based on gender." The null hypothesis, $H_0: \mu_1 = \mu_2$, was rejected with a t-value of -2.73 at a $p < .01$. The mean response rate for men was 2.11, while women's mean response rate was 2.71. The chi-square was also significant at ($\chi^2 = 6.86$, $p < .05$). The men answered disagree 82 percent, while women selected disagree 69 percent. The reverse was seen on the agree portion of the scale as men responded 12 percent, compared to 22 percent for women.

Whether good project assignments are at least partially based on gender, item 85, the difference was even greater, as the mean response rate for men was 1.90, compared to women at 2.88, resulting in significance at $p < .001$. The chi-square test for item 85 was one of the most significant recorded ($\chi^2 = 24.78$, $p < .001$). Eighty-one percent of the responses for men was either decidedly and moderately disagree, versus only 55 percent for women. The agreement categories were very noticeable as well, showing men selected this option 6 percent, compared to 24 percent for women.

Whether interaction with high ranking individuals is at least partially based on gender, the mean response rate for men (2.39) was lower than women (3.28), resulting in significance at $p < .01$ for item 86. The results of the chi-square were also significant ($\chi^2 = 18.16$, $p < .001$). Male respondents selected both decidedly and moderately disagree

70 percent of the time, versus only 48 percent for females. However, the women were more decisive in selecting decidedly and moderately agree (15 percent) than men (5 percent).

When asked in item 87, if people are not invited to certain social gatherings at least partially based on gender, the mean response for men was 2.36, compared to women at 3.14, thus being significant at $p < .001$. The chi-square test also registered significant ($\chi^2 = 17.53$, $p < .01$) for that item. Seventy-five percent of the men selected a disagree category, contrasted to only 58 percent for the women. The men agreed to this statement 19 percent, compared to 27 percent for women.

The null hypothesis, $H_0: \mu_1 = \mu_2$, was rejected at $p < .01$ for item 88: people are selected to make presentations at least partially based on gender. The mean response rate was 2.25 for men and 2.81 for women. The significance of the chi-square ($\chi^2 = 12.79$, $p < .01$) stems from 71 percent of men selecting decidedly or moderately disagree from the 56 percent of the women. Also, 10 percent of the women decidedly agreed, vice 3 percent for men.

The mean response rate for men was 2.33 and 3.07 for women when asked if, people are selected to represent the organization at least partially based on gender. The t-value of -3.51 for item 89 was significant at $p < .01$. The results from the chi-square were also significant ($\chi^2 = 17.11$, $p < .01$). Women were less likely to select decidedly or moderately disagree (51 percent), compared to men (69

percent). The categories of slightly disagree and agree and borderline were quite balanced. The other end of the scale, moderately and decidedly agree, found women selecting more often (14 percent) than men (3 percent).

Item 90, states that assumptions about an individual's capabilities are at least partially based on gender was also significant under a t-test at $p < .01$. The mean response rate was 2.78 for men and 3.89 for women. Men selected decidedly disagree 39 percent, compared to women at 18 percent. More surprising is the comparison on the selection of agree categories. Forty-six percent of the women agreed to some extent, compared to only 24 percent of the men. This resulted in the chi-square being significant ($\chi^2 = 21.32$, $p < .01$).

The least significant, $p < .05$, of the results that rejected the null hypothesis was for item 91. Respondents were asked if the decision on who will deal with the organization's customers is at least partially based on gender. No significance was found when a contingency table was constructed for the chi-square.

In item 92, respondents were asked if a person's performance appraisal is at least partially based on gender. The male mean response rate was 1.90, while the female mean response rate was 2.88, resulting in a significance at $p < .01$ for a t-test. The chi-square was also significant ($\chi^2 = 10.81$, $p < .05$) for item 92. Eighty-seven percent of the men selected a disagree category, compared to 79 percent of

the women. Women though chose borderline 10 percent of the time, while men did only 3 percent of the time.

There was no significance found in a t-test or the chi-square for item 93, the decision on who gets special performance awards is at least partially based on gender.

Only the t-test was significant ($p < .01$) for item 94, with the mean response rate for men at 2.19 and 2.83 for women. This item asked if the decision on who gets promotions is at least partially based on gender.

However, when asked if the decision on who gets to go to formal schools is at least partially based on gender (item 95), both the t-test and chi-square test ($\chi^2 = 11.77$) were significant at $p < .01$. Ninety-one percent of the men disagreed with this statement, as did 77 percent of the women. Women decidedly agreed 15 percent, as compared to men at 8 percent.

The null hypothesis, $H_0: \mu_1 = \mu_2$, was rejected at $p < .001$, with a t-value of -3.28 for item 96. This item asked the decision on who gets to go to conferences or seminars is at least partially based on gender. The mean response rate for men was 1.71 and mean response rate for women was 2.35. Significance was also found on the chi-square test ($\chi^2 = 7.69$, $p < .05$). Ninety-one percent of the men disagreed, compared to 79 percent of the women. Women agreed 13 percent to only 4 percent of the men.

Item 97, whether assignments of office or work space is at least partially based on gender, was significant at

$p < .001$, with a t -value of -3.34 . Nearly 15 percent of the women agreed with this statement, while only 5 percent of the men selected an agree category. Ninety-two percent of the men selected disagree, compared to only 78 percent of the women. This resulted in the chi-square also being significant ($\chi^2=10.25$, $p < .01$).

Item 90 and 98 are identical, except for the interchange of one word, individual's and person's. The t -test (t -value of -4.31) and chi-square test ($\chi^2=17.50$) were both significant at $p < .01$ for item 98. This was the same significant level for the same tests for item 90. The duplicate item was not intentional, both rather an oversight by the researchers.

On whether supervisors give special benefits to subordinates based on the subordinate's gender, the null hypothesis, $H_0: \mu_1 = \mu_2$, was not rejected. However, the chi-square test of independence was significant ($\chi^2=12.97$, $p < .01$). Male respondents selected both decidedly and moderately disagree 74 percent of the time, versus only 62 percent for females.

Neither of the last two items in this section, 100 and 101, were found to be significant during a t -test of chi-square test of independence. Item 100 asked if people are assigned to work areas in their organization based on their gender. Finally, the last one asked if you had to go TDY with just one other person, would you prefer to go with somebody of the same gender.

TABLE 23
RESULTS OF t AND χ^2 TESTS
GENDER VERSUS GENDER DISCRIMINATION SECTION

ITEM	VARIABLE	μ_1 MEN	μ_2 WOMEN	t-VALUE	χ^2
84	GENDER1	2.11	2.71	-2.73 **	6.86 * ₃
85	GENDER2	1.90	2.88	-4.71 +***	24.78 *** ₅
86	GENDER3	2.39	3.28	-3.92 **	18.16 *** ₅
87	GENDER4	2.36	3.14	-3.54 ***	17.53 ** ₅
88	GENDER5	2.25	2.81	-2.71 **	12.79 ** ₅
89	GENDER6	2.33	3.07	-3.51 **	17.11 ** ₅
90	GENDER7	2.78	3.89	-4.66 **	21.32 ** ₇
91	GENDER8	2.20	2.62	-2.05 *	8.81
92	GENDER9	1.90	2.45	-2.96 **	10.81 * ₅
93	GENDER10	2.03	2.42	-1.93	8.78
94	GENDER11	2.19	2.83	-2.85 **	6.01
95	GENDER12	1.85	2.49	-3.28 +**	11.77 ** ₅
96	GENDER13	1.71	2.35	-3.36 +***	7.69 * ₃
97	GENDER14	1.74	2.42	-3.34 +***	10.25 ** ₃
98	GENDER15	2.43	3.40	-4.31 **	17.50 ** ₅
99	GENDER16	2.21	2.61	-1.92	12.97 ** ₅
100	GENDER17	1.90	2.17	-1.45	11.66
101	GENDER18	3.41	3.57	-0.64	1.51

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+ adjusted for unequal variance
* p<.05          7 7 categories
** p<.01         5 5 collapsed categories
*** p<.001       3 3 collapsed categories

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Gender Discrimination Versus Supervisor. Each of the 18 items in the gender discrimination section were used against the variable "Are you a supervisor?" (item 5). Only one combination resulted in a significant outcome. The null hypothesis, $H_0: \mu_1 = \mu_2$, was rejected at $p < .05$, on item 87 with a t-value of 2.54. The respondents were asked if people are not invited to certain social gatherings at least partially based on gender. The mean response rate for those identifying themselves as supervisors was 3.10 and non-supervisors mean response rate was 2.45.

Chi-square tests of independence were also executed using three contingency table configurations (2 x 7, 2 x 5, 2 x 3). Only one significant result ($\chi^2=11.25$, $p<.05$) was produced, with supervisor (item 5) and item 98. Respondents were asked if assumptions about a person's capabilities are based upon the person's gender. Thirty-three percent of the supervisors agreed with this statement, compared to only 21 percent of the non-supervisors.

Gender Discrimination Versus Total Service. The original seven categories for the survey were collapsed to four for analysis, namely: 0-5 years, 6-10 years, 11-15 years, and 16+ years. Contingency tables were constructed and only one chi-square test was significant ($\chi^2=26.14$, $p<.01$) for total service versus item 94, the decision on who gets promotions is at least partially based on gender. Review of the measurement shows the levels under 10 years selected decidedly and moderately disagree 75 and 76 percent respectively, while those in the 11-15 years and 16+ years chose these same categories, 60 and 61 percent of the time respectively.

Gender Discrimination Versus Other Demographic Factors. There were several other demographic variables that were of interest to the researchers, but either no significance was discovered or the distribution of the sample did not cover the possible categories in order to produce a valid determination. There were t-tests conducted on all 18 items in the gender discrimination section by training (item 11)

and marital status (item 10), but no significance was obtained at $p < .05$. In addition, attempts were made to use civilians (item 1), military (item 2), and age (item 8) in contingency tables for chi-square tests of independence at $p < .05$ with no significance found.

Other Items Versus Demographic Variables. There were five other items (79, 82, 83, 106, and 111) in the survey that were associated with gender discrimination. There were t-tests conducted using gender of your immediate supervisor (item 4), supervisor (item 5), gender of respondent (item 6), marital status (item 10), and training (item 11). In addition, contingency tables were constructed using civilian (item 1), military (item 2), total service (item 3), and age (item 8). The results are discussed by item.

Item 79. *It would hurt my career or job opportunities if I initiated a formal sexual harassment complaint.* There was no significance observed from t-tests on this item. However, there was significant ($\chi^2 = 20.09$, $p < .001$) on the chi-square with gender. Twenty-five percent of the men agreed with this statement, while 48 percent of the women agreed. The men disagreed 60 percent of the time, compared to 36 percent for the women respondents.

Item 82. *Incidents of sexual harassment are more likely to occur when people go TDY together.* There was significance ($\chi^2 = 29.67$, $p < .01$) on the chi-square for total service. Seventeen percent of those 0-5 years selected disagree to this statement, along with 22 percent of those

11-15 years. There was a noticeable difference though as 49 percent of the respondents with 6-10 years disagreed, with 51 percent of respondents with 16+ years. The two categories which selected agree the most were 0-5 years (54 percent) and 11-15 years (53 percent).

Item 83. *The way a person dresses may invite sexual harassment.* Two variables were significant with this item during t-tests. Gender was significant at $p < .01$, with a t-value of 3.44. The mean response mean for men was 5.05 for men and 4.26 for women. Men in general, felt more strongly than women that the way a person dresses may invite sexual harassment. In addition, the t-test for immediate supervisor was significant at $p < .01$. Those respondents who had males for immediate supervisors had a mean response rate of 4.93, compared to 3.97 for female immediate supervisors. When a chi-square was conducted with gender, there was a strong significance ($\chi^2 = 16.38$, $p < .001$). Sixty percent of the men disagreed with this statement, compared to only 36 percent of the women. Women on the other hand, agreed (48 percent) with the statement, while men selected the agree categories less frequently (25 percent).

Item 106. *I feel I am directed to do menial tasks outside of my job description (making coffee, running errands, or extra duties).* There were no significant results observed at $p < .05$ for either a t or χ^2 tests.

Item 111. I have been excluded from organizational involvement due to my feelings against sexual harassment. There were no significant results observed at $p < .05$ for either a t or χ^2 tests.

ANOVA and Multiple Comparison of Means. The aggregate of 18 items in the gender discrimination were used as the dependent variable for several one-way ANOVAs. Each of the eleven demographic survey items were used individually as the independent variables. The results showed that three variables had means which were significantly different: gender, race and education.

There was a significant difference found between means for the gender of the respondents ($F=17.80$, $df=1/293$, $p < .0001$). The mean for men ($\mu_1=39.47$) was significantly different from women ($\mu_2=50.90$). Also there was a significant difference found for race of the respondents ($F=2.14$, $df=6/288$, $p < .05$). However, no significant differences were found when performing multiple comparison of means for all levels of the variable race.

The means of the highest educational level obtained by the respondents were also found to be significantly different ($F=2.88$, $df=4/292$, $p < .05$). Through a multiple comparison of means, significance at $p < .05$ was found between those with an Associate's degree versus both groups of individuals who hold a Bachelor's and Master's degrees.

No significant differences were observed from the ANOVA for civilian grade, military rank, total service time, age,

marital status, supervisory position, and training. Two-way ANOVAs were performed with no significant interaction observed. The results of the one-way ANOVAs for gender discrimination are presented in Table 24.

TABLE 24
ANALYSIS OF VARIANCE SUMMARIES
OF GENDER DISCRIMINATION BY DEMOGRAPHIC VARIABLES

VARIABLE	SOURCE	DF	SUM OF SQUARES	MEAN SQUARE	F
Civilian	Model	5	1709.52	341.90	0.60
	Error	80	45568.35	569.60	
Military	Model	2	1387.34	393.67	1.64
	Error	207	87734.47	423.83	
Total Service	Model	6	2108.84	351.47	0.72
	Error	289	140947.74	487.70	
Gender of Supervisor	Model	1	578.45	578.45	1.19
	Error	293	142413.32	486.05	
Supervisor	Model	1	465.33	465.33	0.96
	Error	293	142526.44	486.43	
Gender	Model	1	8075.20	8075.20	17.80 ****
	Error	293	132952.87	453.76	
Race	Model	5	5602.44	1120.48	2.38 *
	Error	288	135850.97	471.70	
Age	Model	4	3139.05	784.76	1.63
	Error	292	140542.28	481.30	
Education	Model	4	5451.09	1362.77	2.28 *
	Error	292	138230.24	473.39	
Marital Status	Model	1	235.71	235.71	0.48
	Error	300	143445.62	486.25	
Training	Model	1	213.35	213.35	0.44
	Error	299	143467.98	486.33	

* $p < .05$
 ** $p < .01$
 *** $p < .001$
 **** $p < .0001$

Open-Ended Responses. Given the fact that an open-ended question was very similar to the investigative question, the responses were very strong. There were many examples of gender discrimination for both genders. The case of discrimination was not only limited to the military in the responses. One comment addressed the fact that Hillary Clinton would not have been placed in her current position if it had not been for her relationship with the President. Several comments were made regarding pregnancy being used negatively against women as an excuse or punishment for not assigning them important jobs. Men also complained that women were limited or in some cases not allowed to go to Desert Storm which was discriminatory in nature against men. Other respondents referred to quotas and unearned minority advancement. Perceptions of the existence of gender discrimination were confirmed by the open-ended question that work opportunities are partiality being based on gender.

Investigative Question F

How do demographic characteristics (gender, age, marital status, education, etc) play a role in determining an individual's perception of sexual harassment?

Introduction. There were three primary survey sections that were used to determine an individual's perception of sexual harassment. The individual must initially determine if the behavior is harassing, (i.e., the perception) before a decision can be made if he/she has really been a target, or has observed others being harassed. Each of the demographic variables was used in statistical tests with each item in the survey sections to determine any significance. In a few instances, low cell sizes prevented the use of data from the chi-square tests.

Defining Sexual Harassment. There 15 items in this section which were designed to measure the individuals' perceptions on specific types of behaviors, and specifically if they felt the behavior was sexual harassment. Though numerous demographic variables were used against each item in this section, only gender resulted in significance.

Gender Versus Defining Sexual Harassment. Gender differences proved significant in terms of defining harassing behaviors. In each case, t-tests showed differences in the mean response rates between men and women. In each case, the women more strongly agreed that a behavior was harassing than the men. Unwelcome letters, phone calls, or materials of a sexual nature (item 12,

$p < .05$), sexually suggestive looks or gestures (item 24, $p < .01$), and pressure for sexual favors (item 27, $p < .01$) provided significant differences. Also unwelcome pressure for dates (item 33), sexual teasing, jokes, remarks (item 16), and comments regarding one's appearance (item 40) were significantly different at the $p < .05$ level. Supervisors though responded to that item even more strongly, agreeing at (item 40, $p < .01$). Females also agreed more strongly than males that comments such as asking for one's measurements were harassing (item 43, $p < .01$).

Two items (12 and 27) in the defining sexual harassment section had significant chi-square tests at $p < .05$. The first one was unwelcome letters, phone calls, or materials of a sexual nature ($\chi^2 = 5.66$), where men disagreed 16 percent, compared to only 4 percent for women. Men agreed this was harassment 79 percent, while 91 percent of the women felt this was to some degree harassing behavior. The second was on whether being denied work related opportunities someone else receives because of a sexual relationship with a supervisor was harassment ($\chi^2 = 7.06$). Men disagreed 28 percent to this statement, versus 12 percent for women. On the other side of the spectrum, men agreed this was harassment 68 percent, compared to women at 82 percent. Table 25 recaps all t and chi-square tests for gender and defining sexual harassment.

TABLE 25
RESULTS OF t AND χ^2 TESTS
GENDER VERSUS DEFINING SEXUAL HARASSMENT

ITEM	VARIABLE	μ_1 MEN	μ_2 WOMEN	t-value	χ^2
12	LABEL1	5.71	6.28	-3.19 ***	5.66 * ₃
15	LABEL2	6.50	6.61	-0.91	0.18
18	LABEL3	5.61	5.93	-1.49	0.12
21	LABEL4	1.93	2.02	-0.51	2.45
24	LABEL5	5.36	5.82	-2.02 *	3.58
27	LABEL6	6.83	6.94	-2.11 +*	0.37
30	LABEL7	5.13	6.00	-3.58 ***	7.06 * ₃
33	LABEL8	5.77	6.25	-2.79 ***	2.97
36	LABEL9	5.76	5.75	0.09	1.61
40	LABEL10	5.34	6.01	-3.48 ***	4.42
41	LABEL11	4.25	4.68	-1.73	0.87
43	LABEL12	5.32	5.86	-2.33 *	4.45
44	LABEL13	1.55	1.58	-0.22	0.05
45	LABEL14	3.82	4.12	-1.25	1.17
46	LABEL15	4.74	4.85	-0.49	2.17

+ adjusted for unequal variance
 * $p < .05$
 ** $p < .01$
 , 3 collapsed columns

ANOVA and Multiple Comparison of Means. The aggregate of 15 items in the defining sexual harassment were used as the dependent variable for several one-way ANOVAs against each of the eleven demographic survey items. There were two demographic variables with means which were significantly different, namely civilian grade and gender.

The means difference for the six levels of civilian was significant against the construct of defining sexual harassment ($F=2.51$, $df=5/80$, $p < .05$). A multiple comparison of the means, using Tukey, found that there was a difference in those respondents who were GM 15+ compared to each of the following categories: GS 5-9, GS 10-12, and GS/GM 13-14.

There was a significant difference found between means of the gender of respondents ($F=8.55$, $df=1/289$, $p<.01$). The mean for men ($\mu_1=73.83$) was significantly different from the mean responses of women ($\mu_2=79.09$).

No significant differences were observed from the ANOVA for military rank, total service time, race, age, education, marital status, supervisory position, and training. In addition, two-way ANOVAs were performed with combinations of significant variables in the one-way ANOVAs. The results showed no interaction between variables. The results of the one-way ANOVAs for defining sexual harassment are presented in Table 26.

TABLE 26
ANALYSIS OF VARIANCE SUMMARIES
OF DEFINING SEXUAL HARASSMENT BY DEMOGRAPHIC VARIABLES

VARIABLE	SOURCE	DF	SUM OF SQUARES	MEAN SQUARE	F
Civilian	Model	5	1510.09	302.01	2.51 *
	Error	80	9644.92	120.56	
Military	Model	2	36.05	18.02	0.08
	Error	203	46133.45	227.25	
Total Service	Model	6	1055.10	175.85	0.87
	Error	285	57863.91	203.03	
Gender of Supervisor	Model	1	7.38	7.83	0.04
	Error	288	58310.12	202.46	
Supervisor	Model	1	161.86	161.86	0.80
	Error	289	58158.05	201.23	
Gender	Model	1	1694.25	1694.25	8.55 **
	Error	289	57290.90	198.23	
Race	Model	5	1039.83	173.30	0.85
	Error	283	57852.68	203.70	
Age	Model	4	542.07	135.51	0.67
	Error	288	58534.72	203.24	
Education	Model	4	1361.80	340.45	1.70
	Error	288	57714.98	200.39	
Marital Status	Model	1	188.55	188.55	0.93
	Error	291	58888.24	202.36	
Training	Model	1	16.92	16.92	0.08
	Error	291	59059.87	202.95	

* $p < .05$
 ** $p < .01$
 *** $p < .001$
 **** $p < .0001$

Target of Sexual Harassment. The significant respondent answers for this section did not always match those of the previous section. However, there were several

significant differences with demographic variables in t-tests and chi-square test of independence.

Gender Versus Target of Harassment. Again women stated more strongly that they had been targets of harassing behavior. The t-test and chi-square for two items (13 and 16) were significant at $p < .001$. First ($\chi^2 = 18.23$) was whether you had been the target of unwelcome letters, telephone calls or material of a sexual nature (item 13). Six percent of the males agreed to this statement, compared to 18 percent for females. Also, 94 percent of the men disagreed, as did 77 percent of the women.

Fifteen percent of the women agreed that they had been the target of unwelcome deliberate touching or pinching (item 16, $\chi^2 = 18.23$), compared to 3 percent of the men. Ninety-seven percent of the men disagreed, compared to 78 percent of the women disagreeing on having been a target for this behavior. The borderline category found 7 percent of women and 0 percent for men.

The t-test was significant at $p < .05$ for item 19, having been the target of leaning over, cornering, pinning against the wall, or blocking the doorway. The chi-square was also significant at ($\chi^2 = 9.25$, $p < .05$), with 3 percent of the men agreeing they were targets, versus 13 percent for women.

The t-tests for gender and being the target of sexually suggestive looks or gestures (item 25), pressure for dates (item 34), and teasing, jokes, or remarks (item 37) were all significant at $p < .01$. The chi-square tests were significant

at $p < .001$ for pressure for dates ($\chi^2 = 22.93$), and teasing, jokes, or remarks of a sexual nature ($\chi^2 = 22.91$). In item 34, only one percent of the men agreed they had been pressured for a date, while over 16 percent of the women felt they have been the target of this behavior. The difference is strongly observed for item 37, teasing, joking, and remarks of a sexual nature. Men responded at 10 percent, while 36 percent of the women said they were the target of this behavior. The results of the t- and chi-square tests are listed in Table 27.

TABLE 27
RESULTS OF t AND χ^2 TESTS
GENDER VERSUS TARGET OF HARASSMENT

ITEM	VARIABLE	μ_1 MEN	μ_2 WOMEN	t-value	χ^2
13	TARGET1	1.37	2.18	-3.42 +***	18.23 *** ₃
16	TARGET2	1.26	2.00	-3.37 +***	27.16 *** ₃
19	TARGET3	1.29	1.66	-2.05 +*	9.28 * ₃
22	TARGET4	4.02	4.01	0.05	5.52
25	TARGET5	1.61	2.31	-3.10 +**	18.50 *** ₃
28	TARGET6	1.16	1.42	-1.71	8.77 ** ₃
31	TARGET7	1.22	1.31	-0.79	2.16
34	TARGET8	1.16	1.82	-3.68 +**	22.93 *** ₃
37	TARGET9	1.73	2.89	-4.37 +**	22.91 *** ₃

+ adjusted for unequal variance
 * $p < .05$
 ** $p < .01$
 *** $p < .001$
₃ 3 collapsed columns

Gender of Immediate Supervisor Versus Target of Harassment. There was a significant difference in the mean response rates for gender of the your immediate supervisor regarding being the targets of unwelcome touching, or

pinching (item 16), and unwelcome sexual joking or teasing (item 37) at $p < .01$. The actual means indicated that respondents with female supervisors were more likely to be targets of these two behaviors. The chi-square for both of these items was also significant. Item 16, being the targets of unwelcome touching, or pinching ($\chi^2 = 8.07$, $p < .05$), reflected 5 percent of individuals with male immediate supervisor agreed they had been targets of this behavior, compared to 14 percent with a female as an immediate supervisor. Unwelcome sexual joking or teasing (item 37) was significant at ($\chi^2 = 11.34$, $p < .01$), with respondents with immediate male supervisors agreeing 14 percent, compared to 39 percent for female immediate supervisors.

Respondents with female immediate supervisors indicated that they agreed more (14 versus 4 percent) that they have been the target of item 34, repeated unwelcome pressure for dates, which was the basis for significance on a chi-square ($\chi^2 = 6.66$, $p < .05$). For item 25, being the target of unwelcome sexually suggestive looks, the chi-square was also significant ($\chi^2 = 7.01$, $p < .05$). Both groups had 11 percent agree, but the borderline category showed respondents with male immediate supervisors selected this 1 percent, compared to 11 percent for respondents with female immediate supervisors. The results for these tests are presented in Table 28.

TABLE 28
RESULTS OF t AND χ^2 TESTS
GENDER OF IMMEDIATE SUPERVISOR VERSUS TARGET OF HARASSMENT

ITEM	VARIABLE	μ_1 MEN	μ_2 WOMEN	t-value	χ^2
13	TARGET1	1.53	2.15	-1.65 +	3.64
16	TARGET2	1.38	2.20	-2.34 +*	8.07 * ₃
19	TARGET3	1.37	1.62	-1.15	1.39
22	TARGET4	4.07	3.55	1.17	1.35
25	TARGET5	1.81	1.97	-0.56	7.01 * ₃
28	TARGET6	1.25	1.20	0.37	1.20
31	TARGET7	1.25	1.27	-0.14	1.06
34	TARGET8	1.30	1.82	-1.87 +	6.66 * ₃
37	TARGET9	1.99	2.82	-2.57 *	11.34 ** ₃

+ adjusted for unequal variance
 * $p < .05$
 ** $p < .01$
₃ 3 collapsed columns

Marital Status Versus Target of Harassment.

There were several differences in mean response rates between single and married respondents. In each case which was significant, the mean response rate for single respondents was higher than for married respondents.

Item 13, unwelcome letters, telephone calls, or materials of a sexual nature, the mean response rate for singles (2.26) was significant at $p < .01$, versus married respondents (1.40). The chi-square was also significant ($\chi^2=15.21$, $p < .001$) for item 13. Twenty percent of the singles agreed they had been targets of this behavior, compared to only 5 percent of married respondents.

The t-value of 2.57 was significant at $p < .01$ for item 25, being the target of unwelcome sexually suggestive looks or gestures. The chi-square ($\chi^2=6.87$, $p < .05$) reflected 20

percent of the singles agreeing, versus 8 percent of married respondents.

Item 34, being the target of repeated unwelcome pressure for dates, was significant at $p < .05$, while the chi-square was also significant ($\chi^2 = 8.70$, $p < .01$). The single respondents reported being the target at 13 percent, compared to 3 percent for married respondents.

Lastly, being the target of unwelcome sexual teasing, jokes, remarks, or questions (item 37) had a significant difference in means at $p < .05$. In addition the chi-square was also significant ($\chi^2 = 10.60$, $p < .01$). Thirty-one percent of single respondents agreed they had been the target of this type of behavior, versus 13 percent of married respondents. The recap of results is shown in Table 29.

TABLE 29
RESULTS OF t AND χ^2 TESTS
MARITAL STATUS VERSUS TARGET OF HARASSMENT

ITEM	VARIABLE	μ_1 YES	μ_2 NO	t-value	χ^2
13	TARGET1	2.26	1.40	3.17 ***	15.21 *** ₃
16	TARGET2	1.84	1.37	1.95 +	4.00
19	TARGET3	1.47	1.38	0.50	0.94
22	TARGET4	3.69	4.08	-1.10	3.97
25	TARGET5	2.34	1.66	2.57 ***	6.87 * ₃
28	TARGET6	1.34	1.21	0.95	9.01 ** ₃
31	TARGET7	1.25	1.25	-0.01	1.36
34	TARGET8	1.70	1.26	2.48 **	8.70 ** ₃
37	TARGET9	2.56	1.94	2.18 **	10.60 ** ₃

+ adjusted for unequal variance
 * $p < .05$
 ** $p < .01$
 *** $p < .001$
₃ 3 collapsed columns

Other Demographic Variables Versus Target of

Harassment. Total service time was significant for the chi-square ($\chi^2=14.096$, $p<.05$) with the targeting item that involved touching or pinching (item 16). Respondents with 0-5 and 16+ years agreed more strongly, with less disagreement that they had been victims. Those individuals between 6-15 years had less agreement ($\chi^2=14.096$, $p<.05$). Non-supervisors agreed more strongly that they had been a target of being denied work opportunities that another individual received because of a sexual relationship with a supervisor (item 31), which resulted in a significant difference in means at $p<.01$. Those who had not received harassment training also disagreed more that they had been the target of harassment involving leaning over, cornering or pinning against a wall.

ANOVA and Multiple Comparison of Means. A construct for the target of harassment section was comprised by taking the aggregate of the nine items as the dependent variable for several one-way ANOVAs. The independent variable used in the ANOVAs was each of the eleven demographic survey items individually. The means of three demographic variables were significantly different in the ANOVAs, specifically: gender, race, and marital status.

A significant difference was found between means of the gender of respondents ($F=22.64$, $df=1/296$, $p<.0001$). Using Tukey, a comparison of means showed that males ($\mu_1=14.90$) were significantly different from the mean responses of

females ($\mu_2=19.59$) for the target of harassment section.

In an ANOVA, race was also significant ($F=4.02$, $df=6/291$, $p<.001$). Using Tukey to perform multiple comparison of means, the significant differences of means centered on the category Other to three levels, namely: Asian American or Pacific Islander; Black, Non-Hispanic; and White, Non-Hispanic.

The final significant difference generated with the Target of Harassment section was marital status ($F=6.50$, $df=1/298$, $p<.01$). The comparison of means for single respondents ($\mu_1=18.38$) revealed a significant difference from the mean for married respondents ($\mu_2=15.62$).

No additional significant differences were observed from the one-way ANOVAs for the demographic variables: civilian grade, military rank, total service time, age, education, supervisory position, and training. Two-way ANOVAs were executed and no interaction was found. Table 30 lists the results of the target of harassment ANOVAs.

TABLE 30
ANALYSIS OF VARIANCE SUMMARIES
OF TARGET OF HARASSMENT BY DEMOGRAPHIC VARIABLES

VARIABLE	SOURCE	DF	SUM OF SQUARES	MEAN SQUARE	F
Civilian	Model	5	810.93	162.18	2.02
	Error	83	6679.53	80.47	
Military	Model	2	83.90	41.95	0.80
	Error	207	10875.21	52.53	
Total Service	Model	6	772.23	128.70	2.02
	Error	293	18578.16	63.62	
Gender of Supervisor	Model	1	194.91	194.91	3.02
	Error	295	19052.40	64.58	
Supervisor	Model	1	57.54	57.54	0.89
	Error	297	19243.27	65.01	
Gender	Model	1	1370.88	1370.88	22.64 ****
	Error	297	17920.71	60.54	
Race	Model	5	1379.38	275.87	4.80 ***
	Error	291	16710.05	57.42	
Age	Model	4	567.41	141.85	2.23
	Error	296	18788.31	63.68	
Education	Model	4	315.22	78.80	1.22
	Error	296	19040.35	64.54	
Marital Status	Model	1	412.90	412.90	6.50 **
	Error	298	18942.67	63.56	
Training	Model	1	80.60	80.60	1.25
	Error	298	19274.97	64.68	

* $p < .05$
 ** $p < .01$
 *** $p < .001$
 **** $p < .0001$

Observing Others Harassed. The items in this section followed the pattern of significant results obtained from target of harassment. However, the actual observations were more frequently for this section.

Gender Versus Observed Others Harassed. Females agreed more than the males that all of the harassing behaviors had been observed in the organization except, for a pat on the back (item 23), and unwelcome suggestive looks (item 26) ($p < .01$).

The t-test and chi-square for two items (14 and 17) were significant at $p < .001$. First ($\chi^2 = 16.26$) was whether you had observed receive unwelcome letters, telephone calls or material of a sexual nature (item 14). Nine percent of the males agreed to this statement, compared to 30 percent for females. Also, 85 percent of the men disagreed, as did 63 percent of the women.

Thirty percent of the women agreed that they had observed others receive unwelcome deliberate touching or pinching (item 17, $\chi^2 = 25.53$), compared to 7 percent of the men. Ninety-one percent of the men disagreed, compared to 66 percent of the women disagreeing on having been a target for this behavior. The borderline category found 4 percent of women and 2 percent for men.

The t-test was significant at $p < .001$ for item 20, observing others leaning over, cornering, pinning against the wall, or blocking the doorway. The chi-square was also significant at ($\chi^2 = 10.71$, $p < .01$), with 8 percent of the men

agreeing they have observed, versus 22 percent for women.

The t-tests for gender and observing pressure for dates (item 35), and teasing, jokes, or remarks (item 38) were all significant at $p < .01$. The chi-square tests were significant at $p < .05$ for pressure for dates ($\chi^2 = 11.98$), and teasing, jokes, or remarks of a sexual nature ($\chi^2 = 11.83$). In item 35, only three percent of the men agreed, while over 12 percent of the women felt they have observed others being the target of this behavior. The difference is strongly observed for item 38, teasing, joking, and remarks of a sexual nature. Men responded at 24 percent, while 45 percent of the women said they had observed this behavior. The results of the t and chi-square tests are listed in Table 31.

TABLE 31
RESULTS OF t AND χ^2 TESTS
GENDER VERSUS OBSERVED OTHERS HARASSED

ITEM	VARIABLE	μ_1 MEN	μ_2 WOMEN	t-value	χ^2
14	OBS1	1.83	2.83	-3.66 +***	16.26 ** ₅
17	OBS2	1.57	2.77	-4.62 +***	25.53 *** ₃
20	OBS3	1.66	2.46	-3.26 +***	10.71 ** ₃
23	OBS4	4.58	4.35	0.72	4.16
26	OBS5	2.54	3.04	-1.78	2.58
29	OBS6	1.22	1.93	-3.29 +***	17.30 *** ₃
32	OBS7	1.45	1.85	-1.92 +	1.72
35	OBS8	1.29	1.93	-3.13 +**	11.98 ** ₃
38	OBS9	2.59	3.53	-3.38 +**	11.83 ** ₅

+ adjusted for unequal variance
 * $p < .05$
 ** $p < .01$
 *** $p < .001$
₃ 3 collapsed columns
₅ 5 collapsed columns

Gender of Immediate Supervisor Versus Observed

Others Harassed. There were several significant difference in the mean response rates at $p < .05$ for gender of the your immediate supervisor regarding observing behaviors. These behaviors included: unwelcome letters, telephone calls, or material of a sexual nature (item 14), unwelcome deliberate touching, or pinching (item 17), leaning over, cornering, pinning against the wall, or blocking the doorway (item 20) and unwelcome sexual joking or teasing (item 38). The actual means indicated that respondents with female supervisors were more likely to observe these four behaviors. The chi-square tests for two items were also significant. Item 32, observing others being denied work related opportunities ($\chi^2 = 6.64$, $p < .05$), reflected 7 percent of individuals with male immediate supervisor agreed they had been observed this behavior, compared to 11 percent with a female as an immediate supervisor. Unwelcome sexual joking or teasing (item 38) was significant at ($\chi^2 = 7.03$, $p < .05$), with respondents with immediate male supervisors agreeing 28 percent, compared to 50 percent for female immediate supervisors. The results for these tests are presented in Table 32.

TABLE 32
RESULTS OF t AND χ^2 TESTS
GENDER OF IMMEDIATE SUPERVISOR
VERSUS OBSERVED OTHERS HARASSED

ITEM	VARIABLE	μ_1 MEN	μ_2 WOMEN	t-value	χ^2
14	OBS1	2.06	2.82	-2.23 *	5.01
17	OBS2	1.83	2.65	-2.17 +*	3.73
20	OBS3	1.79	2.65	-2.28 +*	4.58
23	OBS4	4.57	4.02	1.28	1.57
26	OBS5	2.72	2.67	0.12	0.10
29	OBS6	1.42	1.70	-1.16	1.48
32	OBS7	1.51	2.00	-1.51 +	6.64 *, ₃
35	OBS8	1.44	1.92	-1.61 +	1.67
38	OBS9	2.77	3.62	-2.21 *	7.03 *, ₃

+ adjusted for unequal variance

* $p < .05$

₃ 3 collapsed columns

Marital Status Versus Observed Others Harassed.

Given the responses for single and married, many of the same behaviors significant in the gender area are also significant here at a higher same level. There were several differences in mean response rates between single and married respondents. In each case which was significant, the mean response rate for single respondents was higher than for married respondents.

Item 14, unwelcome letters, telephone calls, or materials of a sexual nature, the mean response rate for singles (2.69) was significant at $p < .05$, versus married respondents (1.99). The chi-square was also significant ($\chi^2=11.95$, $p < .01$) for item 14. Twenty-seven percent of the singles agreed they had observed this behavior, compared to only 15 percent of married respondents.

Item 35, being the target of repeated unwelcome pressure for dates, was significant at $p < .05$, while the chi-square was also significant ($\chi^2 = 7.24$, $p < .05$). The single respondents reported being the target at 13 percent, compared to 4 percent for married respondents.

Lastly, being the target of unwelcome sexual teasing, jokes, remarks, or questions (item 38) had a significant chi-square ($\chi^2 = 6.43$, $p < .05$). Forty-four percent of single respondents agreed they had observed this type of behavior, versus 26 percent of married respondents. The recap of results is shown in Table 33.

TABLE 33
RESULTS OF t AND χ^2 TESTS
MARITAL STATUS VERSUS OBSERVED OTHERS HARASSED

ITEM	VARIABLE	μ_1 YES	μ_2 NO	t-value	χ^2
14	OBS1	2.69	1.99	2.38 +*	11.95 ** ₃
17	OBS2	2.44	1.76	2.47 +*	10.58 ** ₃
20	OBS3	2.43	1.73	2.58 +*	8.55 * ₃
23	OBS4	4.05	4.62	-1.66	2.88
26	OBS5	3.09	2.59	1.64	6.15 * ₃
29	OBS6	1.83	1.33	2.23 +*	10.90 ** ₃
32	OBS7	1.68	1.54	0.67	3.18
35	OBS8	1.88	1.37	2.38 +*	7.24 * ₃
38	OBS9	3.33	2.73	1.94	6.43 * ₃

+ adjusted for unequal variance
 * $p < .05$
 ** $p < .01$
 *** $p < .001$
₃ 3 collapsed columns

ANOVA and Multiple Comparison of Means. The Observed Others Harassed section was combined its 9 items into an aggregate to form a construct as the dependent variable for several one-way ANOVAs. The eleven demographic survey items were individually used in the ANOVAs as the independent variable. There were seven demographic variables which were found significant when used an ANOVA with the Observed Others Harassed section. These variables were: total service time, gender of immediate supervisor, gender, race, age, education, and marital status.

The total service time was found to be significantly different ($F=3.41$, $df=6/293$, $p<.01$). Yet, when a multiple comparison of means was performed using Tukey, no significant differences were found between levels for total service time. The gender of the immediate supervisor was found significant ($F=22.64$, $df=1/296$, $p<.0001$), with the mean of respondents having males for immediate supervisors ($\mu_1=20.19$) being significantly different than the mean of females, as immediate supervisors ($\mu_2=24.07$).

A significant difference was found between means of the gender of respondents ($F=10.35$, $df=1/297$, $p<.0001$). A comparison of means showed that males ($\mu_1=18.82$) were significantly different from the mean responses of females ($\mu_2=24.76$) for the target of harassment section.

Race was another variable which was significantly difference compared to Observed Others Harassed ($F=3.98$, $df=6/292$, $p<.001$). Using Tukey to perform multiple

comparison of means, no significant differences of means were found. Age was significant ($F=8.82$, $df=4/296$, $p<.0001$), with several multiple comparison of means being found to be significant. Respondents from both the levels of 20-29 and 30-39 years old, where found to be significantly different from both those respondents in the 40-49 and 50-59 years old levels. Finally, there was a significant difference between respondents in the ages of 40-49 and 50-59 years old.

The educational level of respondents was also found to be significant ($F=3.39$, $df=4/296$, $p<.01$). Significant differences in means were found between those who hold an Associate's degree, compared to both Bachelor's and Master's degree.

The last significant difference generated was marital status ($F=5.96$, $df=1/299$, $p<.05$). The comparison of means for single respondents ($\mu_1=23.45$) revealed a significant difference from the mean for married respondents ($\mu_2=19.76$).

No significant differences were observed from the one-way ANOVAs for the demographic variables: civilian grade, military rank, supervisory position, and training. Two-way ANOVAs were executed and no interaction was observed between variables. The results of the one-way ANOVAs for observed others harassed are presented in Table 34.

TABLE 34
ANALYSIS OF VARIANCE SUMMARIES
OF OBSERVED OTHERS HARASSED BY DEMOGRAPHIC VARIABLES

VARIABLE	SOURCE	DF	SUM OF SQUARES	MEAN SQUARE	F
Civilian	Model	5	873.88	174.77	0.87
	Error	83	16608.22	200.09	
Military	Model	2	147.83	73.91	0.87
	Error	208	17592.29	84.57	
Total Service	Model	6	2499.39	416.56	3.41 **
	Error	293	35817.27	122.24	
Gender of Supervisor	Model	1	522.71	522.71	4.10 *
	Error	296	37698.46	127.35	
Supervisor	Model	1	172.90	173.90	1.35
	Error	298	38125.90	128.36	
Gender	Model	1	2218.87	2218.87	18.35 ****
	Error	298	35903.89	120.88	
Race	Model	5	2216.57	443.31	3.76 **
	Error	292	34397.65	117.80	
Age	Model	4	4085.82	1021.45	8.82 ****
	Error	296	34275.13	115.79	
Education	Model	4	1680.65	420.16	3.39 **
	Error	296	36680.30	123.91	
Marital Status	Model	1	749.29	749.29	5.96 *
	Error	300	37611.66	125.79	
Training	Model	1	94.95	94.95	0.74
	Error	299	38266.00	127.97	

* $p < .05$
 ** $p < .01$
 *** $p < .001$
 **** $p < .0001$

V. Conclusions and Recommendations

Overview

Due to increased awareness by both individuals and organizations, the number of occurrences and consequences of sexual harassment has gained greater recognition. Because sexual harassment affects workers physically and psychologically, the organization suffers losses due to low worker morale, high absenteeism, and lost productivity. The existence of sexual harassment is not new, but has been documented for hundreds of years. Difficulties in trying to precisely define harassment though, have slowed the investigation and possible elimination of its underlying causes. As the judicial system has become more involved, the definition of harassment has been refined. This maturing definition includes not only overt, but subtle behaviors. Also recognized is the role that the abuse of power plays in the creating the harassing environment. Because of the power dynamic, this thesis chose to assess the existence of empowerment and self-efficacy as a means of confronting harassment. In addition, emphasis was given to the effectiveness of training, personal actions, and designing a prevention program as a means of confronting harassment.

Instrument development and implementation followed prescribed guidelines, and utilized both parametric and non-parametric testing procedures. These tests confirmed that

the instrument was both valid and reliable. Analysis of the sample data, supports the belief that significant differences exist in the way sexual harassment is perceived and treated depending upon certain demographic variables. For example, men and women perceive gender discrimination differently. Organizational perceptions were also evaluated to determine if respondents felt empowered and possessed self-efficacy. Open-ended questions also allowed the respondent to provide in depth answers to offer harassment scenarios, design harassment programs, and determine the effectiveness of management actions. Within these answers it became evident that sexual harassment is an emotionally charged issue. In some cases, both males and females claimed reverse discrimination over the same behavior.

This chapter presents conclusions, discussed in a generalized manner by survey section and then by investigative questions, and recommendations based on the findings in Chapter 4. Lastly, suggestions for further research is provided.

Conclusions--Sectional

Defining Sexual Harassment. Evaluation of the data showed that the respondents could define overt sexual harassment behavior. This is supported by the fact the two ambiguous items (4 and 13) had markedly different responses. For these items the predominant block of responses shifted from decidedly agree to decidedly disagree. The respondents

also seemed confident in their beliefs because only one of the fifteen responses (I need some TLC) had a mean response rate near borderline. There were some differences in the intensity/strength of response selections between overt acts that involved bodily contact or invaded an individual's space and those of a verbal nature. Verbal or written behaviors, though still identified as sexual harassment, proved to be more difficult to determine. This may be due to the fact that the intent of a physical act is normally more obvious than that of a verbal comment. In addition, generally the circumstances (i.e., intent and repetition) surrounding verbal or written acts become greater factors in determining if harassing behavior occurred, than with physical behaviors, where the factor tends to be the severity.

Differences do exist between males and females when defining harassment. Even though male and female respondents were in agreement in defining harassment, females felt more strongly than males that many behaviors were harassing, and their mean scores differed significantly. This may be explained in part because the items concern primarily verbal and written behaviors, which if not unwelcome, might reflect normal male behavior in a courtship role. The male/female differences evident for so many of these items supports the courts' change in approach from the "reasonable man" concept to that of a "reasonable woman" (Kandue, 1992:8).

Another interesting response was one involving item number 40 and the responses from supervisory vs non-supervisory respondents. Respondents who were supervisors significantly differed from those who were not, when asked if the comment "With a body like that, you should go places". Supervisors more strongly felt that the comment was harassing. From a supervisory point of view it seems the response can be addressed in two ways--from that of the harasser or the harassed. The issue of power seems relevant in this case. Because a supervisor possesses power and control over subordinates, the supervisor by issuing such a comment, could be placed in the role of a harasser, and recognition of that fact may have influenced their responses. Without the dynamic of power, the same comment coming from a peer may be viewed in a much different light, which might explain the significant difference.

Target of Harassment. The respondents in the sample strongly stated that they had not been the target of harassment, except for the item 22 which was the ambiguous "pat on the back". This is quite different from the response percentages expected based upon the literature review information. There may be two reasons for this. One of course, is the sample selected, and the other may be due to a qualifying statement in each question. In order to provide a baseline, the relevant period was established at 12 months. All harassment previous to the 12 month period, could have been reflected though the use of open-ended

question number one in Part IV of the survey.

There were some responses however, that did support the existence of overt sexual harassment. Though the decidedly agrees never represented more than 5.5 percent, or 17 respondents for any item; when all the agrees were combined into one category, the numbers rose to 17 percent or 42 respondents. The percentage of women respondents agreeing exceed those of the men by nearly three times for all items. For example, item 37 (sexual teasing and remarks), had 42 respondents for 17 percent, with the females representing 36 percent of the respondents, and the males representing 10 percent. While some of the behaviors may seem typical in many work environments, such as sexual teasing, joking, or possessing materials of a sexual nature; other physical behaviors such as unwelcome touching, cornering, or blocking are atypical. The existence of these behaviors and others was also supported by the narrative questions.

Significant differences between males and females occurred here also, when asked if they had been a target of harassment. Males disagreed more strongly that they had been targets. This was particularly true in terms of joking and teasing, unwelcome letters, telephone calls, materials of a sexual nature, sexually suggestive looks and gestures, and touching. Here again, the differences between the genders may be due to expected roles and generally accepted behaviors in society. For example, the verbal behaviors are typical of locker room or male interaction, and the

suggestive looks are often part of dating ritual.

The same type of behaviors mentioned above also provided the basis for significant differences between married and single respondents, with single individuals disagreeing less strongly that they had been targets. These responses combined with the differences between males and females, suggests that single females are most at risk of sexual harassment. This also is consistent with both Merit Protection Board survey reports.

When the respondents were asked the gender of the immediate supervisor and if they had been a target, the interaction of the variables proved interesting. In two of the items, individuals disagreed more decidedly that they had experienced deliberate touching or pinching; and unwelcome teasing, jokes, remarks, or questions; when the immediate supervisor was male. Unfortunately, without the survey instrument asking whether the harasser was the immediate supervisor or knew of the behavior, it is inaccurate to conclude that female supervisors are more likely to commit or allow this type of activity to occur. However, the data does suggest that the behavior may have been within the female supervisor's control to stop or investigate since she had the position of power.

The inclusion of a sexual favoritism question (item 31), did provide for differences between supervisors and non-supervisors. In this item both supervisors and non-supervisors were asked if they had not been denied work

opportunities that another individual received due to a sexual relationship with a superior. Even though both groups generally disagreed that this had happened to them, the supervisory respondents disagreed less strongly. The supervisor's responses are somewhat surprising given the fact that as supervisors, they have achieved some level of advancement already, and are privy to inside information needed for other opportunities. In the case of non-supervisors though, the responses are thought provoking. Given the fact that non-supervisors may have a weaker understanding of the determining factors necessary to receive advancement or training, and may not be in a position to receive the necessary information to challenge their beliefs that they had been denied opportunities unfairly, their responses more strongly disagreed that this had happened to them.

Observing Others Harassed. The hostile environment does seem to exist within the military, though not at the levels of the private sector (Sandroff, 1992:48; Tepstra, 1989:85). Observations of harassing behavior increased both in the intensity of occurrence and the level of significance compared to the target of harassment section. Males again more decidedly disagreed that they had witnessed these behaviors, as compared to women. As with targeting items, the same behaviors and three others were more often observed by respondents who had females as their immediate supervisor. Given the fact that females are observing the

behavior more than males, an inference may be made that either males are not aware of their environment and through conditioning view the behavior as normal and acceptable, or perhaps are the primary cause of the harassment. Arguments could be made for both approaches. In addition, since the observation of the several of the behaviors occurred more commonly when the supervisor was a female, the question might arise whether female supervisors are equipped effectively to control harassment, particularly if the harasser is male, which is most typical according to the Merit Protection Board Survey. Also, another reason could also be that female supervisors may be more sensitive to harassing conditions and as such would impart those sensitivities to the workers, who would become more observant.

Singles also had observed more harassing behaviors than married respondents. This may reflect the fact that they are more observant because they had been harassed before the twelve-month period stated in the question, or in general as singles are more cognizant of many types of behaviors. Because singles provide a certain dating accessibility that married individuals do not, dating type behavior may not be recognized by married respondents. Still, another influence may be the fact that single individuals may not have a strong support structure at home, as with most married individuals.

Feeling Items. The conclusions from this area are very interesting. These items asked respondents to state how they would feel about a certain harassing behavior if it happened to them. Imbedded within the question was also the need to define the behavior as harassment. The two types of harassing behavior, *quid pro quo* (items 42 and 44) and bystander harassment (item 39) brought different results. While many respondents said that they had observed harassing behaviors in the observation items, more than half failed to realize that by observing harassment, they too had been harassed as asked in one of the feeling questions. Here, females again felt more strongly than males. In the cases of the *quid pro quo* items, it was surprising that some respondents actually felt that the demand for sexual favors by a supervisor for job opportunities, and positive appraisals was not harassment.

Role in the Organization. Individuals seem happy with the organization, with often more than 70 percent agreeing. The respondents do feel that they are important and work closely with others. They can make decisions and do try to help people who come to them with problems. The only areas that warrant organizational concern describe the lack of freedom in the job and whether hostility exists in the workplace. These items had 20 and 17 percent respectively, responding that these conditions did exist in the organization. Even though the percentages are relatively small in this sample, given the size of the population, the

data does suggest that the organization may not be reaching large numbers of its members in a positive manner. This is important because hostility and lack of freedom in the workplace are demotivating. The above data seems reflective of several different factors. It would be easy to conclude that the organization is totally at fault given the two response rates, but this is only partly true. The government is, after all, a bureaucracy that is very structured and ruled by regulations, which can result in a lack of freedom. The responses would seem compatible with large organizations. Secondly, the average age of the sample was also fairly young. These individuals may not have adjusted to the work environment and may be disillusioned. After perhaps expecting more freedom, the realization may be the opposite. In addition, draw downs in the defense community had affected morale and working conditions. Certainty of job tenure and upward mobility is being challenged and hostility may have developed.

Differences between males and females were evident on many of the items. While the respondents liked and were happy in their jobs, males more strongly agreed. Particularly for items regarding being able to take initiative and being creative. This may reflect that fact that women tend to be in administrative areas that are often tightly governed by rules and regulations.

In other areas, being a supervisor or having a male as an immediate supervisor, brought greater agreement. While

there was some significance, the survey items addressed predominantly the organization and not specifically the role of the individual. One exception though, was the item that asked whether advice was accepted by superiors, and it proved not to be significant.

There was significance though between married and single respondents regarding acceptance of advice. Married respondents agreed more decidedly that their advice was accepted, as well as more decidedly agreed that they felt their job was important in the organization and had experienced personal growth. Additional gender information shows that male respondents feel that they have grown the most. Job growth, personal growth, and having advice accepted by a superior provide a basis for feeling empowered in the organization.

Dealing with Harassment. Most respondents felt confident that they could use their skills to stop harassment from a peer or supervisor, preferred to resolve the issue on their own, and would not be afraid to report harassment. But of the responses to the item asking about fear in formally reporting harassment, nearly 27 percent said that they would be afraid. Still others (32 percent), said that it would hurt their careers if they reported harassment, and only 35 percent thought filing the complaint would resolve the problem. These percentages combined with the fact that nearly 37 percent of the respondents felt that they would not report harassment because the harasser may

receive a more severe punishment than was warranted, seems to support several conclusions. First, when individuals are afraid to report harassment for fear of job reprisal, and females responded significantly higher than males in this area, the hostile environment has not changed. This confirms the Merit Protection Board survey which showed that most harassment is not reported for fear of reprisal. Secondly, while 45 percent of the respondents said they would use a formal complaint system, only 35 percent thought it would resolve the problem. These beliefs could be due to unfamiliarity with the complaint system, or ineffectiveness of the system. Supervisors, however, significantly differed from non-supervisors and said they would use this approach. The fact that the respondents also stated they would not use the system because of the severity of the punishment seems to point out unfamiliarity with the system, or a concern that the behavior may not have really been harassment. It also may show that the respondent feels a lack of self worth in choosing to do nothing instead of having the harassed punished, however serious.

The last conclusion addresses the belief that the way an individual dresses may elicit harassment. Significant differences were found between males and females, and when the immediate supervisor was female. In each case, men agreed more strongly than females. This also agrees with several of the male comments in the open-ended section regarding the inappropriate way in which females dress.

Gender Discrimination. Because respondents were asked to respond about how they felt about certain behaviors and the organization, responses provided not only the opportunity to determine if subtle harassment is recognized but also look at management decisions.

Whether gender discrimination is recognized as such, and exists in the organization provided mixed results, depending upon whether the question was an open-ended question or a survey item. When asked in an open-ended question to describe ways in which people had been rewarded or punished because of gender, numerous examples were given, but in the survey section most respondents disagreed that the behavior was occurring. Many of the examples reflected the same types of conduct as in the survey: lost job opportunities; and the selection for awards based upon gender, and not achievement.

While the old adage exists that "you can't please all of the people all of the time", in some of the examples related, none of the people were satisfied. Reverse discrimination was a common theme of the narrative responses. When females were given an opportunity, males felt that it was unfair and the opportunity was only given because of gender. When females responded to the question, the complaint was that males were receiving rewards because the system favored males for certain jobs since males had always had those jobs, or because of the "good ole' boy network", or due to gender.

Generally, the responses to the survey items reflected that the respondents disagreed that management decisions were influenced by gender in the organization. This may reflect either a lack of knowledge as to what constitutes discrimination, or an acceptance of certain behaviors as status quo. In addition, the existence of these types of behaviors may not be obvious or recognized unless the behavior was pervasive in the whole working environment, or directed at the respondent. Perhaps it is not as important to recognize that these behaviors exist, as to acknowledge that there are extreme differences in the way the actions are perceived.

The responses of males and females to this section show significant differences exists. Women were much more sensitive to gender discrimination behaviors, which is reflected by their consistently higher mean response rates, and open-ended responses. This was shown in both the decisiveness and intensity of their selections. With few borderline choices, women were more conscious and aware of behaviors. Whereas men decidedly disagreed, women often decidedly agreed, almost making the seven selection Likert scale into a dichotomous one.

Total federal service time showed that there are differences in gender perceptions based upon experience. Those who had more years of experience and perhaps had seen more behaviors were more likely to agree with the existence of certain behaviors than those with fewer years. For

example, those with 16+ years of service agreed more that supervisors gave special benefits to subordinates based upon gender.

Work Environment Perceptions. These items reflected the fact that respondents generally could focus on their jobs, did not feel physically isolated from others in the workplace, and didn't feel they had to do menial tasks.

In terms of homosexual harassment an interesting, but not surprising, response was shown. Men were nearly borderline when asked in item 109 if they were more likely to report harassment if it was initiated by a member of the same sex, whereas women disagreed. This may reflect the fear of men in possibly being labeled homosexual if such a behavior was reported, and may highlight the threat to their sense of masculinity in being chosen the target of the harassment. With the possible addition of homosexuals in the military, this seems to be a relevant issue and the fear of job loss a consequence.

Supervisors agreed more so than non-supervisors that they can focus on their jobs, which may be due to environmental conditions such as individual office space, or numbers of duties. Lastly, single respondents preferred to go TDY with someone of the opposite sex more so than married individuals. These responses seem to suggest that TDY may represent more of a socialization opportunity for singles than that for married respondents.

Impact of Training. One of the most represented responses in the open-ended question portion was the need for training. Training was desired as a means to impart not only information, but also male/female sensitivities. While, the importance of those sensitivities to gender discrimination is addressed under the investigative question, several conclusions are important in terms of attitudes and behaviors resulting from training.

Some respondents, 50 percent of the men and 30 percent of the women, stated that their attitudes toward sexual harassment had changed because of training, the remaining respondents disagreed. In response to a different item, the respondents felt that their actual behaviors had not changed due to training. This may be due to several things. It could be that their behaviors were not harassing, therefore not needing to be changed, or because while the behaviors were harassing, the respondent did not want to change. The failure to change their behavior, may be due to the realization that the sexually harassing behavior may never be reported, or because the behavior in some cases is acceptable and only becomes unacceptable depending upon the intensity or severity of the act.

When asked whether media attention had increased sensitivity to the issue of harassment, there was strong agreement between the genders that they had been influenced. Supervisors also responded much more affirmatively than non-supervisors which may be related to the fact that as

supervisors, the level of responsibility greatly increases as well as the organizational and legal ramifications that may not have been considered before.

Training did not make a difference in defining sexual harassment. This may be because the behaviors the researchers selected for the survey items were obviously overt, and may be more recognizable. The outlier, a "pat on the back" did show significance with a chi-square test. This seems to suggest that those with training could better recognize that additional information would be needed to interpret this behavior as harassment.

Another conclusion to be drawn from the training data is the way in which training impacts how an individual chooses to deal with harassment. Those who had training were much more likely to use the formal channels, as well as request assistance from their supervisor to confront harassing conditions, than the untrained. Training, not only affects the way in which individuals deal with harassment, but also affects the types of personal actions deemed to be effective. This could be due to belief in the system, or understanding of the process which a consequence of the training.

Personal Actions. Respondents chose behaviors that reflected action verses inaction. Individuals confronted the situation and did not ignore it. Both informal (personal) and formal (organizational) behaviors were chosen as effective, with the formal actions discussed in the

design section below. On an informal action basis, this sample reflects responses that are different from the Merit Protection Board survey, which stated that 52 percent of the respondents would ignore the behavior, compared to 23 percent in our survey. This may be due to improvements in the general work environment, or differences in the sample. Similar differences existed between the two surveys when concerning the formal complaint process. Male respondents also stated that they would confront the harasser more so than females. Also males stated more strongly than females that they would tell the person to stop, or even ask the person to stop, which was rated as less effective. The difference in the results may be due to the composition of the sample with its high educational level, verses that of the other survey, which was mixed.

Designing a Prevention Program. In designing a sexual harassment prevention program, several different means of transmitting information were given in the items. Both one-on-one and group meetings were discussed. Generally, everyone thought these items could be effective. On a formal or organizational level, respondents wanted enforcement of penalties against the harassers and also managers who allow the behavior to continue. In addition, they want the results of the harassment cases (married more so than single), as well as formal procedures published. The open-ended questions supported these views. Namely, respondents want action verses inaction with management

acknowledging the significance of the issue and aggressively enforcing penalties. In addition, open-ended questions stated this shouldn't be a witch-hunt, with every action deemed harassment.

Differences between supervisors and non-supervisors provided the most informative results. Whereas supervisors like non-supervisors thought placing posters on a bulletin board and showing videotapes of senior leaders talking about harassment were somewhat and very ineffective respectively, the supervisors supported these approaches more so than non-supervisors. In fact, all of the approaches were deemed more effective by supervisors. This may reflect the fact that supervisors can see the whole picture and may also have access to information showing reduced levels of harassment because of training, or that the supervisors are out of touch with what the subordinates deem effective.

In terms of men and women, responses varied with each item as to which gender scores highest on effectiveness or ineffectiveness. Significant though was item 136 which showed that more women than men think one-on-one training on how to deal with harassment is effective. This also supports the fact that women need the training because they tend more often to be the victims.

Conclusions--Investigative Questions

Investigative Question A.

To what extent does the individual feel he/she has the skills and control to be empowered?

Based on the empowerment construct hypothesized by the researchers, the respondents sampled did feel very much empowered and in control. The data shows individuals could use their skills and were able to initiate and receive recognition for their efforts. While this may not be indicative of all organizational environments, it is reflected in this sample for several possible reasons. First, the sample was composed primarily of men and respondents with males for immediate supervisors, who according to the statistical tests tended to be more empowered. Secondly, the sample reflects a high educational and professional level which would support the accumulation and use of skills, if only to the extent of choosing those career paths which would facilitate continual growth. Certainly for the women of the survey, government employment offers comparable pay for comparable work and is more of a watchdog for many of the discriminatory practices as compared to the commercial sector. Third, the respondents' ages and number of years of federal service were fairly low. The latter two variables could limit the perception of job burnout of the respondent and strengthen the empowerment scores. Fourth, because the sample was composed of primarily military officers and higher level civilians

individuals, advancement and increased job responsibility were realized, which also fosters empowerment. Lastly, the high degree of empowerment may reflect the effort the government has made in trying to train and motivate its workers through participatory management. While some of the data does reflect less satisfaction from women, the overall percentages do remain high.

Two unique models were identified to predict empowerment using stepwise regression based on a hypothesized construct. The first model created a profile of an empowered individual--demographic functions of total service, having an immediate male supervisor, holding a supervisory position, possessing an advanced academic degree, along with the responses of 10 attitudinal items from the survey. The second model used aggregate scales from sections in the survey against the construct of empowerment. The results showed empowerment was associated with two areas, the hypothesized scale for self-efficacy (12 items) and the feeling of harassment (3 items) scales. The total sample variance explained by the models increase from 40 to 70 percent between the two models.

Whether empowerment can be used as a tool by individuals to successfully fight sexual harassment is still undetermined. The statistical tests did show that respondents felt empowered and few respondents were the target of harassing behaviors, even though harassing behaviors were observed. The low numbers associated with

being the target of harassment maybe due to the fact these respondents were strong and not vulnerable, or maybe the work environment itself was not conducive to the type of behavior described. Any relationship is unclear. The results do suggest a possible correlation between empowerment and being the target of harassment.

Investigative Question B.

To what extent does the individual feel he/she has confidence and self-efficacy to utilize his/her skills?

Respondents displayed confidence that they could use their skills to fight harassment. They also felt confident enough to offer assistance to others and ask for help themselves if needed. In addition, they felt that their job were important in the organization. The parallel agreement with the perception of the organization and an individual's role in the organization is similar to question A. This is because empowerment and self-efficacy are so closely related, which was entirely expected. While it is true that someone can be empowered and not possess self-efficacy, or vice versa, the strength of the responses supported the existence of both constructs. The composition of the sample may also have played a factor here, as explained with empowerment.

Also through stepwise regression, two models were generated to predict the construct of self-efficacy based on the hypothesized construct. The first model created a profile of an individual with self-efficacy--namely a

function of total service, holding a supervisory position, and 15 attitudinal items from the survey. Fifty percent of the total sample variance was explained by this model. However, when the second approach was completed the percentage of explained variance jumped to 95 percent.

Using aggregate scales from various survey sections against the construct of self-efficacy. Six scales remained significant in attempting to explain the existence of self-efficacy. Specifically, the six scales were defining sexual harassment, target of harassment, empowerment, work environment, impact of training, and dealing with harassment.

While the effectiveness of self-efficacy as a tool against harassment is still undetermined, what has been shown is that individuals are ready and confident that they can personally fight harassing conditions, and in general are not afraid to do so. In fact the data shows individuals prefer to handle situations of sexual harassment personally and informally, rather than through formal channels.

Investigative Question C.

Which informal and formal steps are perceived to be effective in stopping and preventing sexual harassment?

Respondents want action, both on a personal or organization level. On the personal level, respondents felt direct action on their part was the most effective way to deal with harassment. This included, telling their supervisor, telling the person to stop, and making a formal

complaint. While personal actions which evaded the situation—ignoring or joking about the behavior, transferring out of the unit, avoiding the person—were viewed as ineffective.

On the organizational level, which was also associated with prevention, the respondents want people held accountable for their actions. They want the organization to enforce penalties, based on swift and thorough investigations, on both the harasser and those in a supervisory capacity who allow the behavior to continue. In addition, publicizing and filing a formal complaint were seen as effective in preventing sexual harassment. On the other hand, placing posters on the bulletin board, and showing videotapes of senior leaders discussing sexual harassment were perceived as ineffective.

There were two training options referenced in this survey which were both rated as effective in preventing harassment. First, was detailed personal training to deal with a harasser one-on-one basis, followed by a sexual harassment awareness training. Respondents felt training was important, as will be discussed in Investigative Question D.

Supervisors would be more likely to use the formal complaint system. Of all the options by the organization which were perceived to be ineffective (videotapes of senior leaders, posters on bulletin boards), supervisors were consistently rating these options higher than non-

supervisors. This suggests that supervisors who support organizational leaders, may well be out of touch with their subordinates regarding their perception of effective means to prevent harassment. This is seen in the open-ended responses, when individuals stated that they thought many supervisors were only following the politically correct approach and that the beliefs on harassment had not changed. Therefore, they wanted actions from management that reflected real concern, not just following the guidelines. Lastly, respondents stated that action should be fair and just. Fair in terms of approaching all incidents equally with a thorough and comprehensive method, and just in terms of not jumping to conclusions and adapting to a witch hunt environment.

While the system is seen by many as being effective, the formal complaint process needs to be clearly explained, discussed, and understood by all personnel. This would reduce the fear level which was detected by respondents who were afraid to use the formal procedures because they felt the punishment would be too severe for harassers, feared loss of job opportunities, or fear of isolation in the organization.

Investigative Question D.

How effective is training in providing individuals information to recognize and report sexual harassment?

According to the sample data, training does not affect one's ability to define harassing behaviors. This may be

due to different reasons. The overt behaviors were so obvious and recognizable that completion of training did not make a significant impact on defining the behaviors. However, the reason why gender-related behaviors were significant, regardless of training, might well be due to the material not being specifically addressed in most training courses.

The open-ended questions indicate serious differences between men and women on gender discrimination, and at times both were claiming the same behavior as discrimination. The significant differences in perception by men and women were amplified by the t-tests using gender of the respondent against the defining sexual harassment (7 of the 13 behaviors were significant) and gender discrimination (14 of the 18 items were significant) sections. In fact, 81 percent of those items mentioned above were significant at $p < .01$. Additional training in this area might just narrow this gap.

Strong evidence indicates that training does impact how individuals deal with harassing behaviors. The information imparted in the classes strengthens the use of and belief in formal procedures by respondents. Although the level of use of and belief in the effectiveness of the formal channel are not parallel. This might suggest trained individuals understand the procedures, but do not view the formal channel as the most effective method in handling harassment.

Individuals with training were more decisive in their choices, selecting borderline less than half as frequently as untrained respondents. Also trained respondents were more apt to go to third parties for informal intervention if needed.

Based upon the open-ended questions, individuals thought that training should provide a means to explain the use of formal procedures, and provide clear instructions and guidelines to be used to define harassment.

Training did impact the attitudes of males and supervisors, but did not effect behaviors. This may be due to the type of training provided or the degree to which each individual was willing to change. However, the media and society did make a significant impact on sexual harassment sensitivities for both men and women.

Investigative Question E.

To what extent does an individual feel gender discrimination influences the selection for work-related opportunities and management partiality?

Individuals predominantly disagreed that gender discriminating behaviors exist in their organizations and affect work related opportunities. There were significant differences however, between the perceptions of men and women which was determined through the use of contingency tables due to the unequal sample sizes. In each item, women felt the example of behavior was more prevalent than their male counterparts. The most significant survey items were the selection for good project assignments, being invited to

certain social gatherings, and attendance at conferences and seminars. The fact that the respondents predominantly disagreed with the existence of these behaviors, may be due to due to several reasons. First, and most obvious, the behaviors may not exist, as stated. Secondly, because subtle behaviors by their very nature tend to be very personalized and individual, the behavior may not be known to others unless specifically stated by the victim. Therefore, the behavior may exist, but the respondent is unaware. Lastly, the actions may be the predominant behavior in the office and viewed as acceptable or inherent and not seen as discriminatory.

Investigative Question F.

How do demographic characteristics (gender, age, marital status, education, etc) play a role in determining an individual's perception of sexual harassment?

Demographics do play an important part in the perception of harassment, particularly in terms of gender differences which were reflected so significantly in many of the answers. Recognition of these differences between men and women is vital to any training program and also in the imparting of any information to reduce this disparity.

Whether an individual is a supervisor also provided significant differences. Supervisors in general tended to be more supportive of the senior leadership and typical management approaches. In some cases, varying greatly from the responses of non-supervisor.

Marriage also seems to provide a stabilizing force in that married respondents felt their job was important in the organization, their advice was accepted, and they had personal growth on the job. Single individuals were more likely to be the target of harassment, and to observed others harassed.

Recommendations

The recommendations from this study are broken into three parts: instrument, training, and actions for organizational leaders. First, suggestions to improve the instrument and the data collection. Second, a recap of training issues and concerns. Then last, insight for leaders.

Instrument. The sample size should be enlarged to include a stratified cross section of all Air Force employees. Demographics should be in equal sample sizes if possible to reduce sample error variance during statistical analysis of the data.

Survey items could be reconstructed in some areas to allow for more specific data such as the relationships of harassment victims and empowerment. More questions regarding training could also be beneficial. Additional questions regarding the sex and the job status of the harasser would provide for further research.

Even though most of the respondents completed the survey, there were complaints regarding its length. The

high number of items also demanded extensive analysis which could be reduced. By assessing the needs of the study to each section on the survey, the length could be reduced.

Training. The research confirms that training is important and should be initially provided at a basic and comprehensive level to every government worker, with additional advanced training provided as needed. Also from the results, the researchers suggest that the content of the training might very well need to be focused on several specific topics and approaches.

Information should be structured and presented in a method appropriate for the individual or career field. Information relevant for military versus civilians is different (i.e., Social Actions versus EEOC); as well as information for wage grade versus general schedule versus general manager differs based upon the situation.

The method for dissemination of training information is also critical. It must also be provided in a manner which is acceptable and influential to the individual. This is supported by differences in perceptions of supervisory and non-supervisory personnel as to the effectiveness of various types of harassment information. This information must be current, accurate, and applicable.

One of the highest effectively rated options to prevent sexual harassment was providing detailed training on how to personally deal with harassment one-on-one (80 percent). This is confirmed by the data that shows individuals want to

handle sexual harassment personally and informally. This doesn't mean to ignore the formal procedures, quite the opposite. Despite the fact many individuals were willing to use the formal procedures, a significant percentage were either afraid or lacked confidence in the system. If formal procedures are to be perceived as effective, individuals need to understand the complete process and believe it can make a difference. The researchers think individuals are apprehensive partly because the explained procedures may not go beyond the actual filing of the complaint. Individuals are unsure of the process which follows and are concerned that they may become a victim within the system. The formalized procedures necessary in reporting harassment should be explained and speakers from the various agencies (i.e., Legal, EEOC and Social Actions) should present the information.

In addition, the content of the training should emphasize the gap that exists between male and female perceptions of sexual harassment and gender discrimination. The training should cover not only overt behaviors of all types, but also subtle forms. Role playing and group interaction provides a means in which subtle discrimination can be recognized and confronted.

Actions for Organizational Leaders. Respondents stated, and in some cases demanded, that the organization be action oriented. It must be proactive, not reactive, which legally is more effective in protecting the organization.

Policies need to be established and disseminated to all workers, that are fair, thorough, and timely. These policies also need to be reflective of the entire organization, not the politically correct behavior chosen by a few.

The organization needs to create an environment where the fear of reporting harassment does not outweigh the fear of harassment. This is supported by a substantial number of individuals who stated they were afraid to use formal procedures because it could either hurt their career, limit job opportunities, fail to resolve the problem, or render punishment too severe for the behavior. Whether this indicates that respondents did not know the formal procedures, or their effectiveness, leaders need to address these issues. Formal procedures need to be validated, publicized particularly in terms of effectiveness, and provided to all.

Supervisors need to have organizational support and guidance that is both realistic and effective. The creation of working groups for supervisors and upper management is beneficial to protect not only the supervisors but the organization from legal ramifications. Involvement of the workers in policy meetings and the establishment of organizational goals is also positive for integration and acceptance.

Investigations and enforcement of penalties needs to be swift and apply to both the harasser and the supervisor if the harassing behavior is condoned or ignored.

Since significant differences in perceptions between men and women, and supervisors versus non-supervisors in dealing with defining, targeting, and observing sexual harassment was reflected by the data, the organization needs to address not only the problems caused by the differences but also the benefits from the strengths. Specific differences between men and women in addressing gender discriminating behaviors confirms the belief that the organization must provide information which addresses gender sensitivities. This acknowledgement also provides the basis for empowerment and and ultimately increased productivity through the creation of a gender-neutral work environment.

Follow-On Research

This study yields several directions for future research. The following suggestions are based on the results from the data collected and internal observations by the research team.

First, one surprising demographic variable which was frequently significant during statistical analysis with the sections on target of harassment and observed others harassed was gender of immediate supervisor. The results indicated that respondents were more likely to be the target

or observed harassment if their immediate supervisor was female. This maybe because subordinates with female supervisors are more sensitive to the issues surrounding sexual harassment or may be do to an inability for women supervisors to control their work environment when dealing with sexual harassment. Additional research could determine if the gender and behavior of the supervisor paly a significant role in harassing environments.

Secondly, the researchers were able to develop regression models to predict both empowerment and self-efficacy. These models (based on specific survey items) could be used in a two step approach to identify individuals who possess these constructs. Then a second step could be designed to identify how these individuals have handled or would handle sexual harassment. In addition, another questionnaire could be developed which tested the role of training in th crearion of empowerment

Third, there were significant differences observed between men and women when attempting to identify gender discrimination. In each case, women felt the behaviors were more prevalent then men. The open-ended question results had both genders claiming discrimination based on the same behavior. For example, when women were selected for particular roles such as combat pilot training or Desert Storm participation, some men felt that the women were not qualified and the selection was based solely upon gender. The women in turn, felt the selction was based upon skill,

and all male participation was based only upon gender. Further research to identify individual perceptions and the underlining causes or differences could significantly improve the work environment.

Fourth, the current survey or a modified version could be used to meet specific topics of interests, such as training, or empowerment, or gender differences. The survey also should be with a larger sample size. The samples should be large enough and of equal sample sizes for the desired population, to represent the key demographics for generalizability of the results. The new results could then be used against those presented in this study.

Lastly, the impact of training on the individual's attitudes, behaviors, and perceptions of harassment could be addressed. The results showed training played no role in defining sexual harassment, yet trained individuals were more decisive in their responses and more apt to use the formal complaint system. Further research could identify areas training has not influenced. Then make recommendations for specific curriculum and issues to improve the work environment and prevent future harassment.

**APPENDIX A
LETTER TO RESPONDENTS AND
FOLLOW-UP NOTICE**

FROM: Becky Gebhard and Capt Ed LaBenne

3 May 93

**SUBJECT: Questionnaire on Workplace Interactions
(Instrument Development)**

TO: Potential Respondent

1. The recognition and understanding of relationships associated with sexual harassment will provide valuable information needed to create a gender neutral work environment. We have developed an instrument to measure empowerment and collect data on issues about sexual harassment. This questionnaire will only be given to AFIT students (graduate and PCE) and faculty. Participation is strictly voluntary.

2. The questionnaires are processed by automated equipment which summarizes the answers for statistical analysis so respondents cannot be identified with their individual responses. To ensure complete confidentiality, please do not write your name anywhere on the survey or AFIT Form 11E. We would appreciate your participation by completing the questionnaire and returning it in the self addressed return envelope to our mailbox (3rd floor, Bldg 641) or base distribution by 14 May 93.

3. We realize your time is limited, however, we would be grateful for your personal response. If you have any question or comments, please feel free to contact Becky Gebhard at 427-0807 or Ed LaBenne at 848-2236. Thank you for your time.

**REBECCA A. GEBHARD, GS-12
Graduate Student**

**EDGAR J. LaBENNE, Capt, USAF
Graduate Student**

3 Atchs

- 1. Survey**
- 2. AFIT Form 11E**
- 3. Return Envelope**

FOLLOW-UP NOTICE

On 26 Apr 93, a Survey on Workplace Interaction was mailed to you. If you have already completed and returned the survey -- thank you!

If you have not completed the survey, please respond before 14 May 93. Your participation is very important.

If you have not received the survey, or have misplaced it, please call Maj (Dr) Stone at 255-7777, ext 3346, and another survey will be sent.

THANKS! Becky Gebhard and Capt Ed LaBenne

APPENDIX B INSTRUMENT DEVELOPMENT

Each item in the instrument is tracked to the research objective(s) and question(s) which it supports. In addition, the reference/source of the item is listed along with the exact text.

RESEARCH OBJECTIVE

- A) Determine the degree to which individuals can define both overt and subtle harassment;
- B) Determine if an individual's feelings of empowerment and self-efficacy are related to sexual harassment;
- C) Identify actions managers can take to improve the productivity and morale in the workplace without regard to sex or gender;
- D) Provide recommendations for training in terms of curriculum and method.

RESEARCH QUESTIONS

- A) To what extent does the individual feel he/she has the skills and control to be empowered?
- B) To what extent does the individual feel he/she has the confidence and self-efficacy to utilize his/her skills?
- C) Which informal and formal steps are perceived to be effective in stopping or preventing sexual harassment?;
- D) How effective is training in providing individuals information to recognize and report sexual harassment?;
- E) To what extent does an individual feel sexual/gender discrimination influences the selection for work-related opportunities and management partiality?;
- F) How do demographic characteristics (education, marital status, age, and sex etc.) play a role in determining an individual's perception on sexual harassment?

INSTRUMENT TRACKING CLOSED-ENDED ITEMS

ITEM NUMBER/ SAS ID	TEXT	REFERENCE/ SOURCE	RESEARCH OBJECTIVE	RESEARCH QUESTION
1 CIV	If you are a civilian, what is your grade? 1. GS/WG 1-4 2. GS/WG 5-9 3. GS/WG 10-12 4. GS/GM/WG 13-14 5. GM/WG 15 and above 6. SES 7. Other	Merit 1987, p11, q38 & 39	A	F
2 MIL	If you are military, what is your rank? 1. Airman, E1-E3 2. NCO, E4-E6 3. Senior NCO, E7-E9 4. Company Grade Officer, O1-O3 5. Field Grade Officer, O4-O6 6. General Officer	Gebhard & LaBonne	A	F
3 TOTSER	Your total federal service time of employment (combined civilian and military): 1. Less than 1 year 2. 1-5 years 3. 6-10 years 4. 11-15 years 5. 16-20 years 6. 21-25 years 7. Over 25 years	Merit 1987, p10, q35	A	F
4 SUPSEX	Is your immediate supervisor? 1. Male 2. Female	Merit 1987, p11, q36	A	F
5 SUP	Are you a supervisor? 1. Yes 2. No	Merit 1987, p11, q41	A	F
6 SEX	Your gender is: 1. Male 2. Female	Merit 1987, p11, q45 Changed "sex" to gender.	A	F
7 RACE	What category best represents you race? 1. American Indian or Alaskan Native 2. Asian American or Pacific Islander 3. Black (Non- Hispanic) 4. Hispanic 5. White (Non- Hispanic) 6. Other	Draft AFI 36-27, para 2.27.6.1.	A	F
8 AGE	Your age is: 1. 16-19 years old 2. 20-29 years old 3. 30-39 years old 4. 40-49 years old 5. 50-59 years old 6. 60 or older	Gebhard & LaBonne	A	F

ITEM NUMBER/ SAS ID	TEXT	REFERENCE/ SOURCE	RESEARCH OBJECTIVE	RESEARCH QUESTION
9 ED	Education (indicate highest level obtained): 1. High School or GED 2. Associate Degree 3. Bachelor's Degree 4. Master's Degree 5. Doctoral Degree	Gebhard & LaBenne	A	F
10 SINMAR	Your marital status: 1. Single 2. Married	Gebhard & LaBenne	A	F
11 TRAIN	Have you ever received any type of organized sexual harassment training? 1. Yes 2. No	Gebhard & LaBenne	D	F
12 LABEL1	I would label unwelcome letters, telephone calls, or materials of a sexual nature as sexual harassment.	Merit 1987, p3, q1 Changed "uninvited" to "unwelcome" in questions 12, 15, 24, 27, 33, and 36, to reflect EEOC definition.	A D	D F
13 TARGET1	I have been the target of the type of behavior listed in Question 12 in the last 12 months.	Gebhard, LaBenne, & Stone	A D	D F
14 OBS1	I have observed the type of behavior listed in Question 12 encountered by others in the last 12 months.	Gebhard, LaBenne, & Stone	A D	D F
15 LABEL2	I would label unwelcome deliberate touching or pinching as sexual harassment.	Merit 1987, p3 q2 This question was divided into two questions.	A D	D F
16 TARGET2	I have been the target of the type of behavior listed in Question 15 in the last 12 months.	Gebhard, LaBenne, & Stone	A D	D F
17 OBS2	I have observed the type of behavior listed in Question 15 encountered by others in the last 12 months.	Gebhard, LaBenne, & Stone	A D	D F
18 LABEL3	I would label leaning over, cornering, pinning against a wall, or blocking a doorway as sexual harassment.	Merit 1987, p3 q2 Added "pinning against a wall" and "blocking a doorway".	A D	D F
19 TARGET3	I have been the target of the type of behavior listed in Question 18 in the last 12 months.	Gebhard, LaBenne, & Stone	A D	D F

ITEM NUMBER/ SAS ID	TEXT	REFERENCE/ SOURCE	RESEARCH OBJECTIVE	RESEARCH QUESTION
20 OBS3	I have observed the type of behavior listed in Question 18 encountered by others in the last 12 months.	Gebhard, LaBenne, & Stone	A D	D F
21 LABEL4	I would label a "pat on the back" as sexual harassment.	Gebhard, LaBenne, & Stone	A D	D F
22 TARGET4	I have been the target of the type of behavior listed in Question 21 in the last 12 months.	Gebhard, LaBenne, & Stone	A D	D F
23 OBS4	I have observed the type of behavior listed in Question 21 encountered by others in the last 12 months.	Gebhard, LaBenne, & Stone	A D	D F
24 LABEL5	I would label unwelcome sexually suggestive looks or gestures as sexual harassment.	Merit 1987, p3 q3	A D	D F
25 TARGET5	I have been the target of the type of behavior listed in Question 24 in the last 12 months.	Gebhard, LaBenne, & Stone	A D	D F
26 OBS5	I have observed the type of behavior listed in Question 24 encountered by others in the last 12 months.	Gebhard, LaBenne, & Stone	A D	D F
27 LABEL6	I would label unwelcome pressure for sexual favors as sexual harassment.	Merit 1987, p3, q4	A D	D F
28 TARGET6	I have been the target of the type of behavior listed in Question 27 in the last 12 months.	Gebhard, LaBenne, & Stone	A D	D F
29 OBS6	I have observed the type of behavior listed in Question 27 encountered by others in the last 12 months.	Gebhard, LaBenne, & Stone	A D	D F
30 LABEL7	I would label being denied work opportunities that another individual received due to a sexual relationship with a superior as sexual harassment.	Gebhard & LaBenne Van Tol Article: Sexual Favoritism King vs Palmer Case	A D	D E F
31 TARGET7	I have been the target of the type of behavior listed in Question 30 in the last 12 months.	Gebhard, LaBenne, & Stone	A D	D E F
32 OBS7	I have observed the type of behavior listed in Question 30 encountered by others in the last 12 months.	Gebhard, LaBenne, & Stone	A D	D E F

ITEM NUMBER/ SAS ID	TEXT	REFERENCE/ SOURCE	RESEARCH OBJECTIVE	RESEARCH QUESTION
33 LABEL8	I would label repeated unwelcome pressure for dates as sexual harassment.	Merit 1987, p3, q5	A D	D F
34 TARGET8	I have been the target of the type of behavior listed in Question 33 in the last 12 months.	Gebhard, LaBenne, & Stone	A D	D F
35 OBS8	I have observed the type of behavior listed in Question 33 encountered by others in the last 12 months.	Gebhard, LaBenne, & Stone	A D	D F
36 LABEL9	I would label unwelcome sexual teasing, jokes, remarks or questions as sexual harassment.	Merit 1987, p3, q6	A D	D F
37 TARGET9	I have been the target of the type of behavior listed in Question 36 in the last 12 months.	Gebhard, LaBenne, & Stone	A D	D F
38 OBS9	I have observed the type of behavior listed in Question 36 encountered by others in the last 12 months.	Gebhard, LaBenne, & Stone	A D	D F
39 FEEL1	I would feel that I had also experienced sexual harassment, if I witnessed sexual harassment of others.	Gebhard & LaBenne Gruber Article: Bystander Harassment Lisert vs Montgomery Ward	A D	D F
40 LABEL10	I would label the comment, "With a body like that, you should go places!" as sexual harassment.	Gebhard & LaBenne Gruber Article: Personal Remark	A D	D F
41 LABEL11	I would label personal questions like: "Would you ever date a married man/woman?" or "Have you ever had an affair?", as sexual harassment.	Gebhard & LaBenne Gruber Article: Subtle Pressures/Advances	A D	D F
42 FEEL2	I would feel that I had been sexually harassed if my superior demanded sexual favors in return for not receiving a negative appraisal/performance reports.	Gebhard & LaBenne Quid Pro Quo Henson vs City of Dundee Case Kate vs Dole Case	A D	D F
43 LABEL12	I would label a question like, "Would you give me your measurements?" as sexual harassment.	Gebhard & LaBenne Gruber Article: Personal Remarks	A D	D F
44 LABEL13	I would label the comment, "You look nice today." as sexual harassment.	Gebhard & LaBenne	A D	D F

ITEM NUMBER/ SAS ID	TEXT	REFERENCE/ SOURCE	RESEARCH OBJECTIVE	RESEARCH QUESTION
45 LABEL14	I would label the following comment, "I need some TLC." as sexual harassment.	Gebhard & LaBenne Gruber Article: Subtle Pressures/ Advances	A D	D F
46 LABEL15	I would label negative rumors about an individual's gender as sexual harassment.	Gebhard & LaBenne Gruber Article: Subjective Objectification	A D	D F
47 FEEL3	I would feel that I had been sexually harassed if my superior demanded sexual favors in return for job advancement.	Gebhard & LaBenne Quid Pro Quo	A D	D F
48 ORG1	My job is important in this organization; I feel central here.	Pareek, p103, q1a Changed "role" to "job" in question 48, 50, 51, 54, 59, 60, 64, 65, and 66.	B	A B
49 ORG2	I am able to use my career education and knowledge in this organization.	Pareek, p103, q2c Changed "training" to "education".	B	A B
50 ORG3	In my job in this organization, I can take initiative and act on my own.	Pareek, p103, q3c	B	A B
51 ORG4	In my job, I am able to use my creativity and do something new.	Pareek, p103, q4b	B	A B
52 ORG5	I work in close collaboration with some other colleagues.	Pareek, p103, q5b	B	A B
53 ORG6	Whenever I have a problem, others help me.	Pareek, p103, q6b	B	A B
54 ORG7	What I am doing in my job is likely to help other organizations or society.	Pareek, p103, q7b	B	A B
55 ORG8	My advice is accepted by my superiors.	Pareek, p103, q8c Changed "seniors" to "superiors".	B	A B
56 ORG9	I have opportunities for professional growth.	Pareek, p103, q9c	B	A B
57 ORG10	When people bring problems to me, I help to find a solution.	Pareek, p104, q10a	B	A B
58 ORG11	There is someone above my level who has helped me learn about the organization.	Gebhard & LaBenne	B	A B
59 ORG12	I do not enjoy my job in the organization.	Pareek, p104, q12a	B	A B

ITEM NUMBER/ SAS ID	TEXT	REFERENCE/ SOURCE	RESEARCH OBJECTIVE	RESEARCH QUESTION
60 ORG13	I have little freedom in my job.	Pareek, p104, q13a	B	A B
61 ORG14	I have no opportunity to be creative and do something innovative.	Pareek, p104, q14c	B	A B
62 ORG15	I do not work in any groups.	Pareek, p104, q15c Changed "committees" to "groups".	B	A B
63 ORG16	Hostility rather than cooperation is evident in my organization.	Pareek, p104, q16a	B	A B
64 ORG17	I wish I could do more useful work in my job.	Pareek, p104, q17c	B	A B
65 ORG 18	I cannot make any independent decisions in my job.	Pareek, p104, q18c	B	A B
66 ORG19	I have experienced no personal growth in my job.	Stone	B	A B
67 ORG20	I dislike being bothered with problems which belong to others.	Pareek, p104, q20b	B	A B
68 DEAL1	I have learned or developed skills to handle sexual harassment on my own.	Gebhard, LaBenne & Stone	B D	A B C D
69 DEAL2	I feel confident that I can effectively use my skills to stop subtle harassment from a peer or subordinate.	Gebhard, LaBenne & Stone	B D	A B C D
70 DEAL3	I feel confident that I can effectively use my skills to stop subtle harassment from a supervisor or superior.	Gebhard, LaBenne & Stone Changed "minor" to "subtle".	B D	A B C D
71 DEAL4	I feel confident that I can effectively use my skills to stop more overt harassment from a peer or subordinate on my own.	Gebhard, LaBenne & Stone Changed "intense" to "overt".	B D	A B C D
72 DEAL5	I feel confident that I can effectively use my skills to stop more overt harassment from a supervisor or superior on my own.	Gebhard, LaBenne & Stone	B D	A B C D
73 DEAL6	Even though I understand formal procedures, I would be afraid to report sexual harassment.	Gebhard & LaBenne	B D	A B C D
74 DEAL7	If I reported harassment, my family would be angry at me.	Gebhard & LaBenne	B	A B C D

ITEM NUMBER/ SAS ID	TEXT	REFERENCE/ SOURCE	RESEARCH OBJECTIVE	RESEARCH QUESTION
75 DEAL8	I would prefer to be able to resolve incidents of harassment on my own.	Gebhard, LaBenne & Stone Changed "handle personal" to "resolve".	B	A B C D
76 DEAL9	Third party (co-worker, peer, supervisor) informal intervention can effectively solve most harassment problems in the workplace.	Gebhard, LaBenne & Stone	C D	C D
77 DEAL10	I would use the formal complaint system to solve a sexual harassment problem.	Gebhard, LaBenne & Stone	B C D	A B C D
78 DEAL11	I would not report sexual harassment because initiating a report could result in a more severe punishment for the harasser than was warranted.	Gebhard, LaBenne & Stone	B C D	A B C D
79 DEAL12	It would hurt my career or job opportunities if I initiated a formal sexual harassment complaint.	Stone	B C D	A B C D E
80 DEAL13	Making a formal sexual harassment complaint would resolve the problem.	Stone	C D	C D
81 DEAL14	If I were being harassed by my immediate supervisor, I could go to their supervisor (not the harasser) to help me handle the problem informally.	Stone	B C D	A B C D
82 DEAL15	Incidents of sexual harassment are more likely to occur when people go TDY together.	Stone	C	E
83 DEAL16	The way a person dresses may invite sexual harassment.	Gebhard & LaBenne	A	D
84 GENDER1	The decision of who may go TDY is at least partially based on gender.	Stone	C	E
85 GENDER2	Good project assignments are at least partially based on gender.	Stone	C	E
86 GENDER3	Interaction with high ranking individuals is at least partially based on gender.	Gebhard, LaBenne & Stone	C	E
87 GENDER4	People are not invited to certain social gatherings at least partially based on gender.	Stone	C	E

ITEM NUMBER/ SAS ID	TEXT	REFERENCE/ SOURCE	RESEARCH OBJECTIVE	RESEARCH QUESTION
88 GENDER5	People are selected to make presentations at least partially based on gender.	Stone	C	E
89 GENDER6	People are selected to represent the organization at least partially based on gender.	Stone	C	E
90 GENDER7	Assumptions about an individual's capabilities are at least partially based on gender.	Stone	C	E
91 GENDER8	The decision on who will deal with the organization's customers is at least partially based on gender.	Stone	C	E
92 GENDER9	A person's performance appraisal is at least partially based on gender.	Stone	C	E
93 GENDER10	The decision on who gets special performance awards is at least partially based on gender.	Stone	C	E
94 GENDER11	The decision on who gets promotions is at least partially based on gender.	Stone	C	E
95 GENDER12	The decision on who gets to go to formal schools is at least partially based on gender.	Stone	C	E
96 GENDER13	The decision on who gets to go to conferences or seminars is at least partially based on gender.	Stone	C	E
97 GENDER14	Assignments of office or work area space is at least partially based on gender.	Stone	C	E
98 GENDER15	Assumptions about a person's capabilities are based upon the person's gender.	Stone	C	E
99 GENDER16	Supervisors give special benefits to subordinates based on the subordinate's gender.	Stone	C	E
100 GENDER17	People are assigned to work areas in my organization based on their gender.	Stone	C	E
101 GENDER18	If I had to go TDY with just one other person, I would prefer to go with somebody of the same gender.	Stone	C	E

ITEM NUMBER/ SAS ID	TEXT	REFERENCE/ SOURCE	RESEARCH OBJECTIVE	RESEARCH QUESTION
102 WORK1	There are places in this organization where only men or only women seem to congregate, and my presence would make me feel uncomfortable.	Gebhard, LaBenne & Stone	B	A B
103 WORK2	I feel physically isolated from others in my work area.	Stone	B	A B
104 WORK3	In my work environment, I am able to focus on my job.	Gebhard, LaBenne & Stone	B	A B
105 WORK4	People looking for others in my work area come to me for directions.	Stone	B	A B
106 WORK5	I feel I am directed to do menial tasks outside of my job description (making coffee, running errands, or extra duties).	Gebhard, LaBenne & Stone	B C	A B E
107 WORK6	There is somebody in the organization who I would consider my mentor.	Stone	B	A B
108 WORK7	If I had to go TDY with just one person, I would prefer to go with somebody of the opposite sex.	Stone	B	A B
109 WORK8	I would be more likely to report harassment by a member of the same sex than of the opposite sex.	Gebhard & LaBenne	B	A B
110 WORK9	My spouse (or significant other) does not want me to go TDY with a member of the opposite sex.	Gebhard & LaBenne	B	A B
111 WORK10	I have been excluded from organizational involvement due to my feelings against sexual harassment.	Gebhard & LaBenne	B C	A B E
112 TRAIN1	My attitude on sexual harassment has been influenced by training.	Gebhard & LaBenne	C D	D
113 TRAIN2	I have changed my behavior based upon sexual harassment training.	Gebhard & LaBenne	C D	D
114 TRAIN3	I am more sensitive to the issue of sexual harassment as a result of its increased emphasis in society and the media.	Gebhard & LaBenne	C D	D
115 PERACT1	Ignoring the behavior.	Merit 1987, p7, q19a	B D	A B C D
116 PERACT2	Avoiding the person.	Merit 1987, p7, q19b	B D	A B C D

ITEM NUMBER/ SAS ID	TEXT	REFERENCE/ SOURCE	RESEARCH OBJECTIVE	RESEARCH QUESTION
117 PERACT3	Asking the persor to stop.	Merit 1987, p7, q19c Separated original question into two, q117 and 118.	B D	A B C D
118 PERACT4	Telling the person to stop.	Merit 1987, p7, q19c	B D	A B C D
119 PERACT5	Threatening to tell other workers.	Merit 1987, p7, q19d Separated original question into two, q119 and 120.	B D	A B C D
120 PERACT6	Telling other workers.	Merit 1987, p7, q19d	B D	A B C D
121 PERACT7	Telling my supervisor about the behavior.	Merit 1987, p7, q19e	B C D	A B C D
122 PERACT8	Joking about the behavior.	Merit 1987, p7, q19f	B D	A B C D
123 PERACT9	Transferring out of the unit.	Stone	B D	A B C D
124 PERACT10	Making a formal complaint.	Gebhard & LaBenne	B D	A B C D
125 PERACT11	Telling my family.	Gebhard & LaBenne	B D	A B C D
126 PERACT12	Telling someone above the supervisor.	Gebhard & LaBenne	B C D	A B C D
127 PERACT13	Telling the police.	Gebhard & LaBenne	B D	A B C D
128 DESIGN1	Providing swift and thorough investigation of complaints.	Merit 1987, p5, q12b	C	C

ITEM NUMBER/ SAS ID	TEXT	REFERENCE/ SOURCE	RESEARCH OBJECTIVE	RESEARCH QUESTION
129 DESIGN2	Printing articles in the base paper about dealing with harassment.	Stone	C	C
130 DESIGN3	Having organizational leaders present information about sexual harassment.	Stone	C D	C D
131 DESIGN4	Enforcing penalties against managers who allow that behavior to continue.	Merit 1987, p5, q12c	C	C
132 DESIGN5	Enforcing penalties against sexual harassers.	Merit 1987, p5, q12d	C	C
133 DESIGN6	Having periodic working group meetings to discuss sexual harassment and its impact on the unit.	Stone	C D	C D
134 DESIGN7	Showing videotapes of senior leaders talking about sexual harassment.	Stone	C D	C D
135 DESIGN8	Placing posters on bulletin boards.	Stone	C D	C D
136 DESIGN9	Providing detailed training on how to personally deal with harassment on an one-on-one basis.	Stone	C D	C D
137 DESIGN10	Publicizing formal complaint channel procedures.	Merit 1987, p5, q12e	C D	C D
138 DESIGN11	Providing sexual harassment awareness training for all employees.	Merit 1987, p5, q12f	C D	C D
139 DESIGN12	Publishing the results of sexual harassment cases in the base paper.	Gebhard & LaBenne	C	C
140 DESIGN13	Filing a complaint through established channels set up for sexual harassment complaints.	Gebhard & LaBenne	C D	C D

**INSTRUMENT TRACKING
OPEN-ENDED ITEMS**

ITEM NUMBER	TEXT	REFERENCE/SOURCE	RESEARCH OBJECTIVE	RESEARCH QUESTION
1	It is important for supervisors to understand exactly what behaviors you consider to be sexually harassing. Often these behaviors may be subtle and may not fall into any of the categories addressed in this survey. Please, give us an example (without using names) of something which you might have felt was sexually harassing.	Gebhard, LaBenne, & Stone	A	D
2	How do you feel the work environment has been changing in regard to sexual harassment? What changes have you seen in the behavior of individuals? Overall, has the work environment gotten better?	Gebhard, LaBenne, & Stone	C D	C D E
3	How do supervisors support the program in what they do, as well as in what they say? Do you feel there is a strong belief in stopping sexual harassment by supervisors and/or leaders?	Gebhard, LaBenne, & Stone	C	C
4	In what ways have people been either rewarded or penalized based on gender?	Gebhard, LaBenne, & Stone	C	E
5	If you were an Air Force leader, what would be the first thing you would do to improve the work environment in terms of sexual harassment?	Gebhard, LaBenne, & Stone	C D	C D

**APPENDIX C
FINAL INSTRUMENT**

**QUESTIONNAIRE ON WORKPLACE INTERACTION
(INSTRUMENT DEVELOPMENT)**

Instructions

1. The survey is broken down into four parts. Part I requests general background information, Parts II and III contain opinion statements, and Part IV provides open-ended questions. All items, except for Part IV are answered by filling in the appropriate spaces on the machine-scored response sheet provided (AFIT Form 11E). If for any item you do not find a response that fits your opinion exactly, use the one that is closest to the way you feel. Part IV responses should be written in the space provided in the survey booklet.
2. Please use a "soft-lead" (No 2) pencil, and observe the following:
 - a. Do not write your name anywhere on the survey.
 - b. Do not fold, bend, staple or mutilate the AFIT Form 11E.
 - c. Mark only one answer when responding to each question.
 - d. Erase cleanly any responses you wish to change.
3. Completely fill in the numbered circle on the AFIT Form 11E corresponding to your opinion on each statement.
4. After completing the survey, please put the AFIT Form 11E and Part IV of the survey in the enclosed self-addressed return envelope, seal the envelope, put into base distribution or into the mailbox of Gebhard or LaBenne on the 3rd floor in Bldg 641. Please complete the survey by 14 May 1993.
5. Estimated time to complete this survey is 35-45 minutes.

Thank You for Your Participation

Becky Gebhard and Capt Ed LaBenne

PART I

THIS PART OF THE SURVEY CONTAINS SEVERAL ITEMS DEALING WITH PERSONAL CHARACTERISTICS TO BE USED FOR ANALYSIS OF THE RESULTS.

1. If you are civilian, what is your grade?
(Military skip to question 2):

1. GS/WG 1-4
2. GS/WG 5-9
3. GS/WG 10-12
4. GS/GM/WG 13-14
5. GM/WG 15 and above
6. SES
7. Other

2. If you are military, what is your rank?
(Civilian skip to question 3):

1. Airman, E1-E3
2. NCO, E4-E6
3. Senior NCO, E7-E9
4. Company Grade Officer, O1-O3
5. Field Grade Officer, O4-O6
6. General Officer

3. Your total federal service time of employment (combined civilian and military):

1. Less than 1 year
2. 1-5 years
3. 6-10 years
4. 11-15 years
5. 16-20 years
6. 21-25 years
7. over 25 years

4. Is your immediate supervisor?

1. Male
2. Female

5. Are you a supervisor?

1. Yes
2. No

6. Your gender is:

1. Male
2. Female

7. What category best represents your race or ethnic background?

1. American Indian or Alaskan Native
2. Asian American or Pacific Islander
3. Black (Non-Hispanic)
4. Hispanic
5. White (Non-Hispanic)
6. Other

8. Your age is:

1. 16-19 years old
2. 20-29 years old
3. 30-39 years old
4. 40-49 years old
5. 50-59 years old
6. 60 or older

9. Education (indicate highest level obtained):

1. High School or GED
2. Associate Degree
3. Bachelor's Degree
4. Master's Degree
5. Doctoral Degree

10. Your marital status is:

1. Single
2. Married

11. Have you ever received any type of organized sexual harassment training?

1. Yes
2. No

PART II

- 1 = Decidedly disagree
- 2 = Moderately disagree
- 3 = Slightly disagree
- 4 = Borderline
- 5 = Slightly agree
- 6 = Moderately agree
- 7 = Decidedly agree

THIS SECTION ASKS YOU TO DEFINE CERTAIN TYPES OF BEHAVIORS.

12. I would label unwelcome letters, telephone calls, or materials of a sexual nature as sexual harassment.

13. I have personally encountered the type of behavior listed in Question 12 in the last 12 months.

14. I believe the type of behavior listed in Question 12 has been encountered by others in the last 12 months.

15. I would label unwelcome deliberate touching or pinching as sexual harassment.

16. I have personally encountered the type of behavior listed in Question 15 in the last 12 months.

17. I believe the type of behavior listed in Question 15 has been encountered by others in the last 12 months.

18. I would label leaning over, cornering, pinning against a wall, or blocking a doorway as sexual harassment.

19. I have personally encountered the type of behavior listed in Question 18 in the last 12 months.

20. I believe the type of behavior listed in Question 18 has been encountered by others in the last 12 months.

21. I would label a "pat on the back" as sexual harassment.

22. I have personally encountered the type of behavior listed in Question 21 in the last 12 months.

23. I believe the type of behavior listed in Question 21 has been encountered by others in the last 12 months.

24. I would label unwelcome sexually suggestive looks or gestures as sexual harassment.

25. I have personally encountered the type of behavior listed in Question 24 in the last 12 months.

26. I believe the type of behavior listed in Question 24 has been encountered by others in the last 12 months.

27. I would label unwelcome pressure for sexual favors as sexual harassment.

28. I have personally encountered the type of behavior listed in Question 27 in the last 12 months.

29. I believe the type of behavior listed in Question 27 has been encountered by others in the last 12 months.
30. I would label being denied work opportunities that another individual received due to a sexual relationship with a superior as sexual harassment.
31. I have personally encountered the type of behavior listed in Question 30 in the last 12 months.
32. I believe the type of behavior listed in Question 30 has been encountered by others in the last 12 months.
33. I would label repeated unwelcome pressure for dates as sexual harassment.
34. I have personally encountered the type of behavior listed in Question 33 in the last 12 months.
35. I believe the type of behavior listed in Question 33 has been encountered by others in the last 12 months.
36. I would label unwelcome sexual teasing, jokes, remarks or questions as sexual harassment.
37. I have personally encountered the type of behavior listed in Question 36 in the last 12 months.
38. I believe the type of behavior listed in Question 36 has been encountered by others in the last 12 months.
39. I would feel that I had also experienced sexual harassment, if I witnessed sexual harassment of others.
40. I would label the comment, "With a body like that, you should go places!" as sexual harassment.
41. I would label personal questions like: "Would you ever date a married man/woman?" or "Have you ever had an affair?", as sexual harassment.
42. I would feel that I had been sexually harassed if my supervisor demanded sexual favors in return for not receiving a negative appraisal/performance reports.
43. I would label a question like, "Would you give me your measurements?" as sexual harassment.
44. I would label the comment, "You look nice today." as sexual harassment.
45. I would label the following comment, "I need some TLC." as sexual harassment.
46. I would label negative rumors about an individual's gender as sexual harassment.
47. I would feel that I had been sexually harassed if my supervisor demanded sexual favors in return for job advancement.

THESE QUESTIONS ASK HOW YOU FEEL YOU FIT INTO YOUR ORGANIZATION. THEY ARE INDEPENDENT FROM PREVIOUS QUESTIONS. AFIT GRADUATE STUDENTS USE YOUR LAST DUTY ASSIGNMENT AS THE POINT OF REFERENCE.

- 48. My job is important in this organization; I feel central here.
- 49. I am able to use my career education and knowledge in this organization.
- 50. In my job in this organization, I can take initiative and act on my own.
- 51. In my job, I am able to use my creativity and do something new.
- 52. I work in close collaboration with some other colleagues.
- 53. Whenever I have a problem, others help me.
- 54. What I am doing in my job is likely to help other organizations or society.
- 55. My advice is accepted by my superiors.
- 56. I have opportunities for professional growth.
- 57. When people bring problems to me, I help to find a solution.
- 58. There is someone above my level who has helped me learn about the organization.
- 59. I do not enjoy my job in the organization.
- 60. I have little freedom in my job.
- 61. I have no opportunity to be creative and do something innovative.
- 62. I do not work in any groups.
- 63. Hostility rather than cooperation is evident in my organization.
- 64. I wish I could do more useful work in my job.
- 65. I cannot make any independent decisions in my job.
- 66. I have experienced no personal growth in my job.
- 67. I dislike being bothered with problems which belong to others.

THESE QUESTIONS ASK ABOUT VARIOUS ACTIONS AND FEELINGS REGARDING SEXUAL HARASSMENT.

- 68. I have learned or developed skills to handle sexual harassment on my own.
- 69. I feel confident that I can effectively use my skills to stop subtle harassment from a peer or subordinate.
- 70. I feel confident that I can effectively use my skills to stop subtle harassment from a supervisor or superior.
- 71. I feel confident that I can effectively use my skills to stop more overt harassment from a peer or subordinate on my own.

72. I feel confident that I can effectively use my skills to stop more overt harassment from a supervisor or superior on my own.
73. Even though I understand formal procedures, I would be afraid to report sexual harassment.
74. If I reported harassment, my family would be angry at me.
75. I would prefer to be able to resolve incidents of harassment on my own.
76. Third party (co-worker, peer, supervisor) informal intervention can effectively solve most harassment problems in the workplace.
77. I would use the formal complaint system to solve a sexual harassment problem.
78. I would not report sexual harassment because initiating a report could result in a more severe punishment for the harasser than was warranted.
79. It would hurt my career or job opportunities if I initiated a formal sexual harassment complaint.
80. Making a formal sexual harassment complaint would resolve the problem.
81. If I were being harassed by my immediate supervisor, I could go to their supervisor (not the harasser) to help me handle the problem informally.
82. Incidents of sexual harassment are more likely to occur when people go TDY together.
83. The way a person dresses may invite sexual harassment.
- THIS SECTION ASKS QUESTIONS ABOUT HOW YOU FEEL ABOUT THE ORGANIZATION. AFIT GRADUATE STUDENTS USE YOUR LAST DUTY ASSIGNMENT AS THE REFERENCE POINT.
84. The decision of who may go TDY is at least partially based on gender.
85. Good project assignments are at least partially based on gender.
86. Interaction with high ranking individuals is at least partially based on gender.
87. People are not invited to certain social gatherings at least partially based on gender.
88. People are selected to make presentations at least partially based on gender.
89. People are selected to represent the organization at least partially based on gender.
90. Assumptions about an individual's capabilities are at least partially based on gender.
91. The decision on who will deal with the organization's customers is at least partially based on gender.

92. A person's performance appraisal is at least partially based on gender.
93. The decision on who gets special performance awards is at least partially based on gender.
94. The decision on who gets promotions is at least partially based on gender.
95. The decision on who gets to go to formal schools is at least partially based on gender.
96. The decision on who gets to go to conferences or seminars is at least partially based on gender.
97. Assignments of office or work area space is at least partially based on gender.
98. Assumptions about a person's capabilities are based upon the person's gender.
99. Supervisors give special benefits to subordinates based on the subordinate's gender.
100. People are assigned to work areas in my organization based on their gender.
101. If I had to go TDY with just one other person, I would prefer to go with somebody of the same gender.
102. There are places in the workplace where only men or only women seem to congregate, and my presence would make me feel uncomfortable.
103. I feel physically isolated from others in my work area.
104. In my work environment, I am able to focus on my job.
105. People looking for others in my work area come to me for directions.
106. I feel I am directed to do menial tasks outside of my job description (making coffee, running errands, or extra duties).
107. There is somebody in the organization who I would consider my mentor.
108. If I had to go TDY with just one person, I would prefer to go with somebody of the opposite sex.
109. I would be more likely to report harassment by a member of the same sex than of the opposite sex.
110. My spouse (or significant other) does not want me to go TDY with a member of the opposite sex.
111. I have been excluded from organizational involvement due to my feelings against sexual harassment.
112. My attitude on sexual harassment has been influenced by training.
113. I have changed my behavior based upon sexual harassment training.
114. I am more sensitive to the issue of sexual harassment as a result of its increased emphasis in society and the media.

PART III

- 1 = Very ineffective
- 2 = Somewhat ineffective
- 3 = Borderline
- 4 = Somewhat effective
- 5 = Very effective

USE THE FOLLOWING NEW SCALE TO INDICATE WHAT IMPACT YOU THINK EACH PERSONAL ACTION WOULD HAVE ON A SITUATION INVOLVING SEXUAL HARASSMENT.

- 115. Ignoring the behavior.
- 116. Avoiding the person.
- 117. Asking the person to stop.
- 118. Telling the person to stop.
- 119. Threatening to tell other workers.
- 120. Telling other workers.
- 121. Telling my supervisor about the behavior.
- 122. Joking about the behavior.
- 123. Transferring out of the unit.
- 124. Making a formal complaint.
- 125. Telling my family.
- 126. Telling someone above the supervisor.
- 127. Telling the police.

IF YOU WERE DESIGNING A PROGRAM TO REDUCE SEXUAL HARASSMENT, WHICH OF THE FOLLOWING THINGS DO YOU THINK WOULD BE EFFECTIVE IN PREVENTING HARASSMENT?

- 128. Providing swift and thorough investigation of complaints.
- 129. Printing articles in the base paper about dealing with harassment.
- 130. Having organizational leaders present information about sexual harassment.
- 131. Enforcing penalties against managers who allow that behavior to continue.
- 132. Enforcing penalties against sexual harassers.
- 133. Having periodic working group meetings to discuss sexual harassment and its impact on the unit.
- 134. Showing videotapes of senior leaders talking about sexual harassment.
- 135. Placing posters on bulletin boards.
- 136. Providing detailed training on how to personally deal with harassment on an one-on-one basis.

- 137. Publicizing formal complaint channel procedures.
- 138. Providing sexual harassment awareness training for all employees.
- 139. Publishing the results of sexual harassment cases in the base paper.
- 140. Filing a complaint through established channels set up for sexual harassment complaints.

PART IV

PLEASE TAKE SOMETIME TO GIVE US SOME OF YOUR IDEAS OUTSIDE THE STRUCTURED FORMAT OF A SURVEY.

1. It is important for supervisors to understand exactly what behaviors you consider to be sexually harassing. Often these behaviors may be subtle and may not fall into any of the categories addressed in this survey. Please, give us an example (without using names) of something which you might have felt was sexually harassing.

2. How do you feel the work environment has been changing in regard to sexual harassment? What changes have you seen in the behavior of individuals? Overall, has the work environment gotten better?

3. How do supervisors support the program in what they do, as well as in what they say? Do you feel there is a strong belief in stopping sexual harassment by supervisors and/or leaders?

4. In what ways have people been either rewarded or penalized based on gender?

5. If you were an Air Force leader, what would be the first thing you would do to improve the work environment in terms of sexual harassment?

PLEASE PUT THE AFIT FORM 11E AND PART IV (THIS PAGE) IN THE ENCLOSED SELF-ADDRESSED RETURN ENVELOPE AND PLACE THEM IN BASE DISTRIBUTION OR IN THE MAILBOX OF GEBHARD OR LABENNE ON THE 3RD FLOOR OF BLDG 641. THANK YOU FOR YOUR TIME AND EFFORT.

**APPENDIX D
FREQUENCY TABLES**

SCALE FOR PART II

- 1 - Decidedly Disagree
2 - Moderately Disagree
3 - Slightly Disagree
4 - Borderline
5 - Slightly Agree
6 - Moderately Agree
7 - Decidedly Agree

ITEM	VARIABLE	1	2	3	4	5	6	7
12	LABEL1	12	14	9	16	25	65	165
15	LABEL2	1	7	3	7	16	42	230
18	LABEL3	13	15	8	30	28	63	149
21	LABEL4	157	79	28	24	4	9	5
24	LABEL5	18	15	10	28	48	53	133
27	LABEL6	1	1	0	2	3	17	282
30	LABEL7	33	23	15	14	24	24	173
33	LABEL8	8	12	9	15	34	76	152
36	LABEL9	9	10	11	23	40	80	133
40	LABEL10	15	10	13	33	44	66	125
41	LABEL11	38	32	23	57	47	55	54
43	LABEL12	19	13	16	37	25	57	138
44	LABEL13	212	52	15	17	6	1	3
45	LABEL14	39	46	38	66	37	47	31
46	LABEL15	21	13	29	60	56	63	57
13	TARGET1	249	19	5	6	5	4	17
16	TARGET2	265	10	4	6	6	2	13
19	TARGET3	268	12	2	5	8	6	5
22	TARGET4	117	9	8	15	26	40	91
25	TARGET5	223	26	13	9	12	9	13
28	TARGET6	283	9	2	2	2	1	7
31	TARGET7	278	10	5	5	2	3	3
34	TARGET8	266	13	7	6	7	4	3
37	TARGET9	210	21	15	11	15	17	17
14	OBS1	209	22	8	12	21	10	24
17	OBS2	222	22	7	11	19	10	15
20	OBS3	221	28	3	11	19	11	13
23	OBS4	92	10	3	11	30	58	102
26	OBS5	170	23	11	12	29	33	27
29	OBS6	266	12	5	3	3	7	10
32	OBS7	253	16	4	7	6	9	11
35	OBS8	255	19	5	6	7	8	6
38	OBS9	156	23	15	16	37	28	31
39	FEEL1	84	48	25	49	36	34	30
42	FEEL2	4	1	0	1	3	3	294
47	FEEL3	2	0	1	1	1	6	295

ITEM	VARIABLE	1	2	3	4	5	6	7
48	ORG1	17	11	12	16	47	74	127
49	ORG2	12	14	9	18	43	89	119
50	ORG3	11	15	9	9	45	84	130
51	ORG4	5	20	9	22	66	81	102
52	ORG5	1	8	11	8	39	90	148
53	ORG6	1	10	18	23	61	109	83
54	ORG7	6	9	8	24	49	96	113
55	ORG8	10	11	8	22	53	126	74
56	ORG9	13	13	12	19	45	95	108
57	ORG10	1	1	2	3	18	124	156
58	ORG11	7	16	12	17	40	80	133
59	ORG12	17	15	14	19	34	77	128
60	ORG13	11	15	25	18	40	82	113
61	ORG14	7	18	17	14	41	77	131
62	ORG15	4	8	11	9	30	75	168
63	ORG16	11	14	35	33	39	71	101
64	ORG17	40	37	55	31	20	58	63
65	ORG18	9	15	18	13	44	87	119
66	ORG19	12	6	13	17	38	63	154
67	ORG20	3	11	26	30	33	91	111
68	DEAL1	8	15	20	31	81	78	73
69	DEAL2	3	6	11	22	87	90	87
70	DEAL3	4	9	20	40	87	82	64
71	DEAL4	3	5	9	22	55	108	104
72	DEAL5	4	11	14	42	65	96	72
73	DEAL6	86	70	33	35	46	22	14
74	DEAL7	242	38	9	7	1	1	7
75	DEAL8	5	12	15	21	46	98	109
76	DEAL9	9	26	26	59	73	82	29
77	DEAL10	15	35	49	71	56	49	30
78	DEAL11	9	15	45	43	39	67	88
79	DEAL12	63	51	48	47	56	26	14
80	DEAL13	26	40	59	75	59	35	12
81	DEAL14	23	25	39	35	60	85	39
82	DEAL15	41	41	29	65	62	44	22
83	DEAL16	23	25	18	33	85	64	58
84	GENDER1	152	60	20	21	29	11	10
85	GENDER2	148	66	24	27	24	10	4
86	GENDER3	123	63	22	18	51	17	9
87	GENDER4	122	63	26	27	44	14	7
88	GENDER5	133	64	26	28	36	13	4
89	GENDER6	116	71	28	32	35	14	7
90	GENDER7	96	51	32	27	52	35	11
91	GENDER8	137	64	28	29	31	9	5
92	GENDER9	161	61	33	15	22	8	4
93	GENDER10	155	59	38	13	19	13	6
94	GENDER11	139	69	29	16	22	15	14
95	GENDER12	162	70	26	11	17	10	6
96	GENDER13	170	69	24	15	16	7	3
97	GENDER14	169	67	26	13	16	6	7
98	GENDER15	120	56	28	24	47	20	9
99	GENDER16	138	71	20	23	37	9	6
100	GENDER17	166	66	22	24	16	3	7
101	GENDER18	75	40	12	102	24	28	23

ITEM	VARIABLE	1	2	3	4	5	6	7
102	WORK1	128	67	24	24	38	14	9
103	WORK2	184	56	20	9	12	13	11
104	WORK3	20	15	18	7	37	98	110
105	WORK4	21	14	18	67	85	53	46
106	WORK5	146	51	21	24	38	12	11
107	WORK6	61	31	21	27	42	51	71
108	WORK7	74	46	29	114	17	11	11
109	WORK8	77	39	28	66	30	26	37
110	WORK9	106	46	15	55	35	18	22
111	WORK10	240	46	4	9	4	0	1
112	TRAIN1	96	52	30	24	47	34	19
113	TRAIN2	130	55	24	34	31	19	8
114	TRAIN3	30	19	12	22	64	84	73

SCALE FOR PART III

- 1 = Very Ineffective
- 2 = Somewhat Ineffective
- 3 = Borderline
- 4 = Somewhat Effective
- 5 = Very Effective

ITEM	VARIABLE	1	2	3	4	5
115	PERACT1	135	59	31	56	11
116	PERACT2	67	100	33	76	16
117	PERACT3	2	15	47	138	90
118	PERACT4	3	10	19	128	132
119	PERACT5	18	47	55	107	65
120	PERACT6	34	45	52	105	56
121	PERACT7	6	4	16	128	138
122	PERACT8	182	69	27	11	3
123	PERACT9	112	44	33	36	67
124	PERACT10	3	11	19	104	155
125	PERACT11	133	74	51	20	14
126	PERACT12	10	26	44	104	108
127	PERACT13	71	47	63	60	51
128	DESIGN1	3	10	7	85	182
129	DESIGN2	14	30	58	135	50
130	DESIGN3	10	29	55	136	57
131	DESIGN4	3	11	26	87	161
132	DESIGN5	0	0	5	62	221
133	DESIGN6	20	45	78	102	42
134	DESIGN7	61	77	72	62	15
135	DESIGN8	80	86	67	47	7
136	DESIGN9	12	12	36	119	109
137	DESIGN10	8	23	45	130	81
138	DESIGN11	13	26	53	116	79
139	DESIGN12	16	28	45	99	100
140	DESIGN13	6	7	41	136	93

APPENDIX E
CONFIRMATORY FACTOR PATTERN
VARIMAX ROTATION

ITEM	VARIABLE	FACTOR1	FACTOR2	FACTOR3	FACTOR4	FACTOR5	FACTOR6	h^2
12	LABEL1	0.08766	0.03918	-0.07696	0.64264	0.00237	-0.04533	0.43019
15	LABEL2	0.08322	0.03593	-0.19802	0.54703	0.14205	-0.16893	0.39539
18	LABEL3	0.14004	0.02712	-0.18204	0.62222	0.11859	0.06954	0.45954
21	LABEL4	0.05725	-0.02613	0.15045	0.25450	0.09054	0.57284	0.42770
24	LABEL5	-0.01378	0.07893	-0.06439	0.67892	0.05975	-0.01011	0.47517
27	LABEL6	-0.04607	-0.02634	-0.26691	0.31201	0.03518	-0.38094	0.31775
30	LABEL7	0.00708	-0.04129	0.07478	0.36686	0.09637	0.04392	0.15314
33	LABEL8	-0.00012	0.06220	0.07532	0.65434	0.12112	-0.05325	0.45520
36	LABEL9	-0.06578	0.00462	-0.12942	0.64461	0.13837	-0.00057	0.45576
40	LABEL10	-0.02156	0.04364	0.02124	0.78255	0.02960	-0.07800	0.62217
41	LABEL11	-0.04812	-0.04285	-0.03150	0.73774	0.07035	0.10873	0.56617
43	LABEL12	-0.02441	-0.03685	0.03623	0.77768	0.06359	0.01870	0.61245
44	LABEL13	0.08323	0.08417	0.13883	0.24330	0.01223	0.55700	0.40287
45	LABEL14	0.00840	0.05040	0.05254	0.49494	0.14806	0.37453	0.41253
46	LABEL15	-0.01877	0.02301	-0.03121	0.63504	0.06129	0.09187	0.41732
13	TARGET1	-0.01344	-0.10004	0.47435	-0.06554	-0.04834	0.08928	0.24980
16	TARGET2	0.05096	-0.02190	0.58697	-0.07484	-0.03378	0.00351	0.35436
19	TARGET3	0.03563	-0.11019	0.51995	-0.19862	0.05247	-0.03929	0.32750
22	TARGET4	0.04141	0.09522	0.35915	-0.00231	0.00429	-0.55483	0.44763
25	TARGET5	0.11630	-0.02070	0.66257	-0.12767	-0.02109	-0.13990	0.48926
28	TARGET6	0.17429	-0.04611	0.40282	-0.12727	0.01801	0.36846	0.34705
31	TARGET7	0.19500	0.00356	0.39869	-0.13572	0.04979	0.26011	0.28554
34	TARGET8	0.02698	-0.16596	0.61259	-0.03132	-0.04205	0.16201	0.43252
37	TARGET9	0.12641	0.07901	0.59568	0.00369	-0.11039	-0.14602	0.41058
14	OBS1	0.12980	-0.05970	0.68767	0.06044	-0.02278	0.06473	0.50167
17	OBS2	0.11827	-0.05575	0.76301	0.02031	0.11742	0.03543	0.61473
20	OBS3	0.13585	-0.07910	0.68206	-0.05563	0.11753	-0.10888	0.51867
23	OBS4	0.06456	0.12215	0.32789	0.10354	0.07623	-0.53979	0.43450
26	OBS5	0.15420	0.03700	0.64025	0.03382	-0.01663	-0.15181	0.45952
29	OBS6	0.05893	-0.06913	0.61822	0.07092	0.10351	0.37645	0.54790
32	OBS7	0.23663	0.01636	0.43113	0.03056	0.08929	0.32058	0.35381
35	OBS8	0.10978	-0.07542	0.67459	0.00071	0.09630	0.20360	0.52353
38	OBS9	0.10119	0.06476	0.66297	0.12618	-0.00972	-0.12855	0.48649
48	ORG1	-0.02853	0.66708	-0.01561	0.13778	0.06081	0.11246	0.48138
49	ORG2	-0.00390	0.69773	-0.07965	-0.01674	0.06829	-0.00812	0.49819
50	ORG3	-0.11655	0.80306	0.03969	-0.02802	0.02895	0.06617	0.66606
51	ORG4	-0.06721	0.80540	-0.00621	-0.01926	0.10569	0.11153	0.67719
52	ORG5	-0.07042	0.41062	0.11783	0.13086	0.00157	-0.12688	0.22067
53	ORG6	-0.11137	0.41185	0.03973	0.03060	0.09370	-0.09788	0.20289
54	ORG7	-0.14581	0.65085	0.03191	0.01171	0.13396	0.00477	0.46399
55	ORG8	-0.17780	0.70078	-0.15368	0.02958	0.13706	-0.04897	0.56837
56	ORG9	-0.19997	0.72310	-0.00251	-0.02750	-0.00926	0.01978	0.56410
57	ORG10	-0.09383	0.36931	-0.05531	0.10163	0.10185	-0.07098	0.17399
58	ORG11	-0.26044	0.44483	0.06497	0.02656	0.06992	-0.06387	0.27959
59	ORG12	-0.18361	0.68839	0.01026	0.06862	0.06996	-0.09498	0.52632
60	ORG13	-0.20655	0.75361	-0.04994	-0.00759	0.10527	-0.07964	0.63057
61	ORG14	-0.13777	0.77037	-0.14081	-0.03142	0.02471	-0.08252	0.64069
62	ORG15	-0.11831	0.46712	-0.12157	0.07530	0.00251	-0.31572	0.35233
63	ORG16	-0.19739	0.53234	-0.09720	-0.16164	0.02556	0.10118	0.36881
64	ORG17	-0.06763	0.62618	-0.10893	-0.06879	-0.01673	0.06894	0.41830
65	ORG18	-0.15432	0.76249	-0.06634	-0.03065	-0.04632	0.07030	0.61763
66	ORG19	-0.33231	0.62348	-0.13137	0.03413	0.00772	-0.28468	0.59868
67	ORG20	-0.02760	0.21811	-0.05924	0.04659	-0.12327	-0.32293	0.17349

ITEM	VARIABLE	FACTOR1	FACTOR2	FACTOR3	FACTOR4	FACTOR5	FACTOR6	h^2
84	GENDER1	0.57197	0.01183	0.07591	0.02193	0.04648	0.13125	0.35291
85	GENDER2	0.70700	-0.19808	0.18227	0.05056	0.00140	0.20083	0.61519
86	GENDER3	0.71864	-0.26951	0.07848	0.01484	0.05463	-0.07680	0.60433
87	GENDER4	0.58694	-0.06978	0.13868	0.02574	0.08780	0.04169	0.37870
88	GENDER5	0.77161	-0.19328	0.06118	-0.01076	0.12241	0.09251	0.66014
89	GENDER6	0.79604	-0.19165	0.09889	-0.00350	0.05721	0.04053	0.68511
90	GENDER7	0.73040	-0.15896	0.13124	0.02268	0.07207	-0.07091	0.58672
91	GENDER8	0.78275	-0.12184	0.04891	-0.01163	-0.01082	0.10766	0.64177
92	GENDER9	0.77678	-0.15477	0.07347	0.01364	-0.02260	-0.07216	0.63863
93	GENDER10	0.71463	-0.26011	0.06914	-0.02411	-0.06317	-0.15167	0.61070
94	GENDER11	0.74340	-0.16100	0.06420	-0.04881	-0.05155	-0.15160	0.61071
95	GENDER12	0.80661	-0.20228	0.01238	-0.03805	-0.01645	-0.02594	0.69408
96	GENDER13	0.84428	-0.24084	0.01036	-0.00737	0.03352	0.06380	0.77616
97	GENDER14	0.76635	-0.14110	0.16495	0.01140	0.03880	0.10811	0.64773
98	GENDER15	0.74023	-0.14654	0.17492	-0.01149	0.02936	-0.04777	0.60328
99	GENDER16	0.79273	-0.06982	0.13041	0.01421	-0.00347	0.04995	0.65300
100	GENDER17	0.69637	-0.03894	0.11771	0.00846	0.02682	0.10394	0.51190
101	GENDER18	0.20053	-0.11371	0.03101	0.10171	-0.07848	-0.00935	0.07069
128	DESIGN1	-0.11927	0.10133	0.11049	0.18732	0.41029	0.03448	0.24131
129	DESIGN2	-0.03786	0.05224	-0.03972	0.04790	0.61859	0.04148	0.39241
130	DESIGN3	-0.04474	0.17128	-0.02499	0.03322	0.69257	-0.09499	0.52174
131	DESIGN4	0.12511	0.03489	0.06125	0.18209	0.42221	-0.01363	0.23222
132	DESIGN5	-0.02728	0.04425	0.10762	0.07169	0.53846	0.03657	0.31069
133	DESIGN6	0.10391	0.10007	0.03665	0.01181	0.62891	0.06717	0.42233
134	DESIGN7	0.15441	0.13177	-0.00417	0.07893	0.71926	0.07243	0.57003
135	DESIGN8	0.19077	0.09973	0.04322	0.07854	0.67137	0.01773	0.50543
136	DESIGN9	-0.05028	-0.08205	0.04300	0.05947	0.64901	-0.16232	0.46220
137	DESIGN10	0.01538	-0.02855	-0.04053	0.02518	0.65852	0.11961	0.45127
138	DESIGN11	0.02186	0.11314	-0.02238	0.13830	0.71492	-0.17823	0.57578
139	DESIGN12	0.05552	0.08096	-0.06037	0.14462	0.45724	0.04599	0.24537
140	DESIGN13	-0.12298	-0.01178	-0.05032	-0.01096	0.47447	0.23888	0.30010

VARIANCE EXPLAINED BY EACH FACTOR

FACTOR	EIGENVALUE
1	10.32
2	8.64
3	6.57
4	5.56
5	5.04
6	<u>2.93</u>

Total Variance Explained	36.06
Divide by Total Variables	<u>84</u>
Percent of Variance Explained	<u>45.50</u>

APPENDIX F **RESULTS OF t-TESTS**

The Legend for All t-Tests Tables is:

- + adjusted for unequal variance
- * $p < .05$
- ** $p < .01$
- *** $p < .001$

GENDER OF RESPONDENTS BY EACH SURVEY ITEM

ITEM	VARIABLE	μ_1 MEN	μ_2 WOMEN	t-value
12	LABEL1	5.71	6.28	-3.19 ***
15	LABEL2	6.50	6.61	-0.91
18	LABEL3	5.61	5.93	-1.49
21	LABEL4	1.93	2.02	-0.51
24	LABEL5	5.36	5.82	-2.02 *
27	LABEL6	6.83	6.94	-2.11 +*
30	LABEL7	5.13	6.00	-3.58 ***
33	LABEL8	5.77	6.25	-2.79 ***
36	LABEL9	5.76	5.75	0.09
40	LABEL10	5.34	6.01	-3.48 ***
41	LABEL11	4.25	4.68	-1.73
43	LABEL12	5.32	5.86	-2.33 *
44	LABEL13	1.55	1.58	-0.22
45	LABEL14	3.82	4.12	-1.25
46	LABEL15	4.74	4.85	-0.49
13	TARGET1	1.37	2.18	-3.42 +***
16	TARGET2	1.26	2.00	-3.37 +***
19	TARGET3	1.29	1.66	-2.05 +*
22	TARGET4	4.02	4.01	0.05
25	TARGET5	1.61	2.31	-3.10 ***
28	TARGET6	1.16	1.42	-1.71
31	TARGET7	1.22	1.31	-0.79
34	TARGET8	1.16	1.82	-3.68 ***
37	TARGET9	1.73	2.89	-4.37 ***
14	OBS1	1.83	2.83	-3.66 +***
17	OBS2	1.57	2.77	-4.62 +***
20	OBS3	1.66	2.46	-3.26 +***
23	OBS4	4.58	4.35	0.72
26	OBS5	2.54	3.04	-1.78
29	OBS6	1.22	1.93	-3.29 +***
32	OBS7	1.45	1.85	-1.92 +
35	OBS8	1.29	1.93	-3.13 ***
38	OBS9	2.59	3.53	-3.38 ***
39	FEEL1	3.09	4.11	-4.03 +***
42	FEEL2	6.83	6.93	-1.14 +
47	FEEL3	5.10	5.57	-2.47 **

ITEM	VARIABLE	μ_1 MEN	μ_2 WOMEN	t-value
48	ORG1	5.62	5.56	0.30
49	ORG2	5.78	5.34	1.98 **
50	ORG3	5.94	5.31	2.84 ***
51	ORG4	5.65	5.26	2.04 *
52	ORG5	6.13	5.92	1.37
53	ORG6	5.63	5.52	0.61 +
54	ORG7	5.85	5.50	1.97
55	ORG8	5.61	5.34	1.38 +
56	ORG9	5.75	5.15	2.64 ***
57	ORG10	6.41	6.31	0.82 +
58	ORG11	5.83	5.53	1.39 +
59	ORG12	5.75	5.13	2.56 **
60	ORG13	5.67	5.08	2.51 **
61	ORG14	5.90	5.19	3.15 ***
62	ORG15	6.16	6.03	0.81
63	ORG16	5.38	5.01	1.72
64	ORG17	4.29	4.14	0.58
65	ORG18	5.81	5.25	2.58 **
66	ORG19	6.04	5.46	2.62 ***
67	ORG20	5.58	5.65	-0.36
68	DEAL1	5.10	5.57	-2.47 *
69	DEAL2	5.55	5.75	-1.25
70	DEAL3	5.25	5.33	-0.50
71	DEAL4	5.81	5.78	0.21
72	DEAL5	5.39	5.37	0.11
73	DEAL6	2.90	3.32	-1.83
74	DEAL7	1.44	1.35	0.62
75	DEAL8	5.70	5.66	0.21
76	DEAL9	4.73	4.71	0.08
77	DEAL10	4.16	4.45	-1.43
78	DEAL11	5.02	5.20	-0.82
79	DEAL12	3.11	4.04	-4.25 **
80	DEAL13	3.84	3.83	0.03
81	DEAL14	4.45	5.00	-2.47 *
82	DEAL15	4.04	3.62	1.87
83	DEAL16	5.03	4.26	3.22 ***
84	GENDER1	2.11	2.71	-2.73 **
85	GENDER2	1.90	2.88	-4.71 ****
86	GENDER3	2.39	3.28	-3.92 **
87	GENDER4	2.36	3.14	-3.54 ***
88	GENDER5	2.25	2.81	-2.71 **
89	GENDER6	2.33	3.07	-3.51 **
90	GENDER7	2.78	3.89	-4.66 **
91	GENDER8	2.20	2.62	-2.05 *
92	GENDER9	1.90	2.45	-2.96 **
93	GENDER10	2.03	2.42	-1.93
94	GENDER11	2.19	2.83	-2.85 **
95	GENDER12	1.85	2.49	-3.28 ***
96	GENDER13	1.71	2.35	-3.36 ****
97	GENDER14	1.74	2.42	-3.34 ****
98	GENDER15	2.43	3.40	-4.31 **
99	GENDER16	2.21	2.61	-1.92
100	GENDER17	1.90	2.17	-1.45
101	GENDER18	3.41	3.57	-0.64

ITEM	VARIABLE	μ_1 MEN	μ_2 WOMEN	t-value
102	WORK1	2.61	2.28	1.61 +
103	WORK2	1.97	2.03	-0.27
104	WORK3	5.56	5.29	1.18
105	WORK4	4.73	4.67	0.25
106	WORK5	2.43	2.51	-0.36
107	WORK6	4.35	4.13	0.77
108	WORK7	3.09	3.11	-0.08 +
109	WORK8	3.99	2.41	7.49 ***
110	WORK9	3.21	2.56	2.60
111	WORK10	1.29	1.42	-1.30
112	TRAIN1	3.33	2.73	2.36 *
113	TRAIN2	2.65	2.31	1.50
114	TRAIN3	5.02	5.03	-0.03
115	PERACT1	2.03	2.46	-2.54 **
116	PERACT2	2.51	2.69	-1.08
117	PERACT3	4.11	3.97	1.14
118	PERACT4	4.36	4.33	0.21
119	PERACT5	3.67	3.26	2.60 **
120	PERACT6	3.44	3.19	1.44
121	PERACT7	4.41	4.34	0.53
122	PERACT8	1.54	1.65	-0.89
123	PERACT9	2.72	2.55	0.79
124	PERACT10	4.45	4.29	1.36
125	PERACT11	1.95	2.09	-0.90
126	PERACT12	4.04	3.79	1.74
127	PERACT13	2.94	2.88	0.30
128	DESIGN1	4.56	4.67	-0.97 +
129	DESIGN2	3.57	3.75	-1.31
130	DESIGN3	3.72	3.72	-0.00
131	DESIGN4	4.34	4.56	-1.95 +
132	DESIGN5	4.83	4.81	0.16
133	DESIGN6	3.39	3.34	0.27
134	DESIGN7	2.62	2.65	-0.17
135	DESIGN8	2.29	2.49	-1.33
136	DESIGN9	3.99	4.30	-2.44 **
137	DESIGN10	3.89	3.90	-0.05
138	DESIGN11	3.76	3.87	-0.75
139	DESIGN12	3.81	3.93	-0.81
140	DESIGN13	4.09	4.09	-0.00

SUPERVISORY POSITION BY EACH SURVEY ITEM

ITEM	VARIABLE	μ_1 YES	μ_2 NO	t-value
12	LABEL1	6.08	5.86	0.89
15	LABEL2	6.53	6.51	0.13
18	LABEL3	5.55	5.75	-0.82
21	LABEL4	2.01	1.97	0.18 +
24	LABEL5	5.80	5.47	1.26
27	LABEL6	6.86	6.87	-0.04
30	LABEL7	5.40	5.42	-0.06
33	LABEL8	6.11	5.91	0.93
36	LABEL9	6.08	5.67	1.80
40	LABEL10	5.91	5.49	2.04 ++
41	LABEL11	4.41	4.41	0.00
43	LABEL12	5.71	5.45	0.96
44	LABEL13	1.61	1.56	0.34
45	LABEL14	3.86	3.94	-0.28
46	LABEL15	5.03	4.73	1.16
13	TARGET1	1.47	1.64	-0.74
16	TARGET2	1.56	1.47	0.39 +
19	TARGET3	1.58	1.36	1.06 +
22	TARGET4	4.26	3.92	0.90
25	TARGET5	1.81	1.83	-0.08
28	TARGET6	1.38	1.21	0.94 +
31	TARGET7	1.65	1.15	2.43 ++
34	TARGET8	1.43	1.35	0.48
37	TARGET9	2.16	2.08	0.28
14	OBS1	2.08	2.18	-0.35
17	OBS2	2.20	1.87	1.26
20	OBS3	2.10	1.85	0.94
23	OBS4	4.81	4.41	1.10
26	OBS5	3.06	2.61	1.38
29	OBS6	1.40	1.47	-0.37
32	OBS7	1.81	1.52	1.18 +
35	OBS8	1.68	1.45	1.15
38	OBS9	3.03	2.85	0.53
39	FEEL1	3.83	3.33	1.67
42	FEEL2	6.88	6.85	0.21
48	ORG1	6.30	5.47	4.62 +***
49	ORG2	6.15	5.53	3.00 +**
50	ORG3	6.13	5.68	2.34 +*
51	ORG4	5.98	5.46	2.75 +**
52	ORG5	6.38	6.01	2.43 +*
53	ORG6	5.71	5.58	0.70
54	ORG7	5.95	5.71	1.14
55	ORG8	5.86	5.46	1.91
56	ORG9	5.90	5.52	1.62
57	ORG10	6.68	6.33	4.35 +***
58	ORG11	5.96	5.70	1.13
59	ORG12	5.85	5.53	1.24
60	ORG13	5.93	5.40	2.15
61	ORG14	6.03	5.60	1.80
62	ORG15	6.11	6.13	-0.10
63	ORG16	5.38	5.26	0.47
64	ORG17	4.51	4.21	0.99
65	ORG18	6.08	5.53	2.34
66	ORG19	5.91	5.87	0.18
67	ORG20	5.75	5.57	0.82

ITEM	VARIABLE	μ_1 YES	μ_2 NO	t-value
68	DEAL1	5.38	5.22	0.71
69	DEAL2	5.93	5.53	2.18 *
70	DEAL3	5.56	5.20	1.80
71	DEAL4	5.98	5.75	1.24
72	DEAL5	5.65	5.32	1.60
73	DEAL6	2.85	3.08	-0.86
74	DEAL7	1.31	1.45	-0.82
75	DEAL8	5.88	5.63	1.17
76	DEAL9	4.98	4.69	1.31
77	DEAL10	4.63	4.17	1.93
78	DEAL11	5.30	5.05	0.98
79	DEAL12	3.15	3.45	-1.17
80	DEAL13	4.18	3.76	1.83
81	DEAL14	5.00	4.52	1.85
82	DEAL15	3.71	3.97	-1.00
83	DEAL16	4.55	4.86	-1.21
84	GENDER1	2.70	2.18	1.83 +
85	GENDER2	2.25	2.19	0.23
86	GENDER3	2.71	2.65	0.22
87	GENDER4	3.10	2.45	2.54 *
88	GENDER5	2.65	2.35	1.20
89	GENDER6	2.72	2.52	0.83
90	GENDER7	3.21	3.07	0.51
91	GENDER8	2.48	2.30	0.75
92	GENDER9	2.15	2.05	0.45
93	GENDER10	2.11	2.16	-0.22
94	GENDER11	2.33	2.41	-0.31
95	GENDER12	2.01	2.02	-0.05
96	GENDER13	1.90	1.92	-0.12
97	GENDER14	2.11	1.92	0.87
98	GENDER15	2.93	2.64	1.06
99	GENDER16	2.45	2.30	0.60
100	GENDER17	2.25	1.93	1.32 +
101	GENDER18	3.43	3.43	-0.02
102	WORK1	2.80	2.46	1.32
103	WORK2	2.08	1.95	0.54
104	WORK3	5.93	5.38	2.09 *
105	WORK4	5.06	4.65	1.75
106	WORK5	2.13	2.52	-1.48
107	WORK6	4.45	4.28	0.51
108	WORK7	3.23	3.08	0.61
109	WORK8	3.48	3.51	-0.09
110	WORK9	2.81	3.07	-0.90
111	WORK10	1.41	1.30	0.70 +
112	TRAIN1	3.71	3.03	2.31 *
113	TRAIN2	2.75	2.52	0.85
114	TRAIN3	5.43	4.93	1.82

ITEM	VARIABLE	μ_1 YES	μ_2 NO	t-value
115	PERACT1	1.98	2.20	-1.15
116	PERACT2	2.26	2.66	-2.16
117	PERACT3	4.26	4.03	1.88 +
118	PERACT4	4.45	4.33	0.91
119	PERACT5	3.56	3.55	0.02
120	PERACT6	3.45	3.35	0.53
121	PERACT7	4.26	4.42	-0.99 +
122	PERACT8	1.61	1.57	0.30
123	PERACT9	2.36	2.73	-1.50
124	PERACT10	4.38	4.41	-0.23
125	PERACT11	2.28	1.93	1.98 *
126	PERACT12	4.08	3.94	0.81
127	PERACT13	3.17	2.86	1.43
128	DESIGN1	4.57	4.61	-0.30
129	DESIGN2	3.62	3.63	-0.07
130	DESIGN3	4.01	3.65	2.30
131	DESIGN4	4.46	4.39	0.47
132	DESIGN5	4.87	4.81	0.63
133	DESIGN6	3.55	3.34	1.15
134	DESIGN7	2.96	2.57	2.20 *
135	DESIGN8	2.85	2.24	3.66 **
136	DESIGN9	4.21	4.06	0.92
137	DESIGN10	4.03	3.87	1.02
138	DESIGN11	4.23	3.70	3.12 **
139	DESIGN12	3.91	3.84	0.38
140	DESIGN13	4.12	4.09	0.21

GENDER OF IMMEDIATE SUPERVISOR BY EACH SURVEY ITEM

ITEM	VARIABLE	μ_1 MEN	μ_2 WOMEN	t-value
12	LABEL1	5.85	6.30	-2.10 **
15	LABEL2	6.52	6.47	0.27
18	LABEL3	5.71	5.72	-0.04
21	LABEL4	1.98	1.90	0.35
24	LABEL5	5.56	5.37	0.61
27	LABEL6	6.89	6.72	1.10 +
30	LABEL7	5.41	5.40	0.04
33	LABEL8	5.96	5.90	0.25
36	LABEL9	5.78	5.62	0.59
40	LABEL10	5.59	5.50	0.32
41	LABEL11	4.39	4.52	-0.38
43	LABEL12	5.52	5.45	0.24
44	LABEL13	1.54	1.75	-0.85 +
45	LABEL14	3.94	3.89	0.13
46	LABEL15	4.79	4.80	-0.00
13	TARGET1	1.53	2.15	-1.65 +
16	TARGET2	1.38	2.20	-2.34 **
19	TARGET3	1.37	1.62	-1.15
22	TARGET4	4.07	3.55	1.17
25	TARGET5	1.81	1.97	-0.56
28	TARGET6	1.25	1.20	0.37
31	TARGET7	1.25	1.27	-0.14
34	TARGET8	1.30	1.82	-1.87 +
37	TARGET9	1.99	2.82	-2.57 *
14	OBS1	2.06	2.82	-2.23 *
17	OBS2	1.83	2.65	-2.17 **
20	OBS3	1.79	2.65	-2.28 **
23	OBS4	4.57	4.02	1.28
26	OBS5	2.72	2.67	0.12
29	OBS6	1.42	1.70	-1.16
32	OBS7	1.51	2.00	-1.51 +
35	OBS8	1.44	1.92	-1.61 +
38	OBS9	2.77	3.62	-2.21 *
39	FEEL1	3.32	4.10	-2.20 *
42	FEEL2	6.88	6.72	0.80
48	ORG1	5.65	5.53	0.40
49	ORG2	5.73	5.15	1.71 +
50	ORG3	5.87	5.10	2.29 **
51	ORG4	5.64	5.05	1.92 +
52	ORG5	6.08	6.12	-0.19
53	ORG6	5.57	5.82	-1.10
54	ORG7	5.84	5.20	2.02 **
55	ORG8	5.60	5.17	1.40 +
56	ORG9	5.64	5.27	1.07 +
57	ORG10	6.45	6.10	1.65 +
58	ORG11	5.75	5.77	-0.06
59	ORG12	5.65	5.17	1.31 +
60	ORG13	5.59	4.97	1.77 +
61	ORG14	5.78	5.07	2.14 **
62	ORG15	6.19	5.75	1.52 +
63	ORG16	5.26	5.40	-0.44
64	ORG17	4.22	4.57	-0.98
65	ORG18	5.65	5.57	0.29
66	ORG19	5.95	5.38	1.70
67	ORG20	5.62	5.50	0.47

ITEM	VARIABLE	μ_1 MEN	μ_2 WOMEN	t-value
68	DEAL1	5.21	5.52	-1.19
69	DEAL2	5.58	5.82	-1.12
70	DEAL3	5.25	5.42	-0.72
71	DEAL4	5.81	5.75	0.28
72	DEAL5	5.38	5.42	-0.18
73	DEAL6	3.02	3.12	-0.30
74	DEAL7	1.39	1.60	-0.90 +
75	DEAL8	5.70	5.55	0.62
76	DEAL9	4.77	4.60	0.66
77	DEAL10	4.25	4.32	-0.25
78	DEAL11	5.09	5.12	-0.09
79	DEAL12	3.41	3.30	0.37
80	DEAL13	3.82	4.02	-0.75
81	DEAL14	4.57	4.87	-0.99
82	DEAL15	3.99	3.50	1.60
83	DEAL16	4.93	3.97	3.15 **
84	GENDER1	2.23	2.65	-1.42
85	GENDER2	2.11	2.80	-2.58 *
86	GENDER3	2.61	3.00	-1.21
87	GENDER4	2.54	2.85	-1.01
88	GENDER5	2.39	2.57	-0.63
89	GENDER6	2.52	2.85	-1.12
90	GENDER7	3.06	3.35	-0.87
91	GENDER8	2.29	2.62	-1.18
92	GENDER9	2.06	2.07	-0.02
93	GENDER10	2.15	2.17	-0.07
94	GENDER11	2.41	2.30	0.36
95	GENDER12	2.01	2.12	-0.43
96	GENDER13	1.89	2.05	-0.63
97	GENDER14	1.93	2.20	-1.07
98	GENDER15	2.66	2.95	-0.89
99	GENDER16	2.32	2.40	-0.26
100	GENDER17	1.96	2.17	-0.87
101	GENDER18	3.42	3.45	-0.07
102	WORK1	2.54	2.45	0.29
103	WORK2	1.99	1.87	0.42
104	WORK3	5.52	5.32	0.64
105	WORK4	4.73	4.76	-0.11
106	WORK5	2.41	2.62	-0.67
107	WORK6	4.31	4.27	0.11
108	WORK7	3.13	3.02	0.39
109	WORK8	3.56	3.15	1.17
110	WORK9	3.03	2.97	0.16
111	WORK10	1.33	1.30	0.36 +
112	TRAIN1	3.12	3.50	-1.08
113	TRAIN2	2.50	2.97	-1.51
114	TRAIN3	5.00	5.22	-0.66

ITEM	VARIABLE	μ_1 MEN	μ_2 WOMEN	t-value
115	PERACT1	2.13	2.36	-0.96
116	PERACT2	2.60	2.44	0.70
117	PERACT3	4.08	4.08	-0.02 +
118	PERACT4	4.36	4.33	0.18
119	PERACT5	3.56	3.52	0.18
120	PERACT6	3.38	3.30	0.35
121	PERACT7	4.38	4.50	-0.73
122	PERACT8	1.56	1.66	-0.64
123	PERACT9	2.65	2.69	-0.13
124	PERACT10	4.40	4.44	-0.22
125	PERACT11	1.98	2.16	-0.88
126	PERACT12	3.98	3.94	0.17
127	PERACT13	2.89	3.05	-0.60
128	DESIGN1	4.60	4.65	-0.32
129	DESIGN2	3.60	3.80	-0.97
130	DESIGN3	3.78	3.34	1.89 +
131	DESIGN4	4.39	4.54	-0.86
132	DESIGN5	4.82	4.85	-0.27
133	DESIGN6	3.34	3.68	-1.59
134	DESIGN7	2.67	2.45	0.98
135	DESIGN8	2.36	2.37	-0.04
136	DESIGN9	4.08	4.14	-0.29
137	DESIGN10	3.90	3.91	-0.03 +
138	DESIGN11	3.82	3.71	0.44 +
139	DESIGN12	3.85	3.91	-0.29
140	DESIGN13	4.07	4.28	-1.25

ORGANIZED TRAINING BY EACH OF THE SURVEY ITEMS

ITEM	VARIABLE	μ_1 YES	μ_2 NO	t-value
12	LABEL1	5.97	5.73	1.21
15	LABEL2	6.51	6.52	-0.12
18	LABEL3	5.59	5.91	-1.61 +
21	LABEL4	1.99	1.93	0.36 +
24	LABEL5	5.56	5.40	0.72
27	LABEL6	6.88	6.83	0.64 +
30	LABEL7	5.45	5.32	0.52
33	LABEL8	5.89	5.93	-0.22
36	LABEL9	5.82	5.66	0.91
40	LABEL10	5.56	5.50	0.28
41	LABEL11	4.36	4.42	-0.28
43	LABEL12	5.53	5.41	0.55
44	LABEL13	1.58	1.59	-0.11
45	LABEL14	3.95	3.87	0.35
46	LABEL15	4.76	4.81	-0.22
13	TARGET1	1.56	1.70	-0.71
16	TARGET2	1.56	1.33	1.42 +
19	TARGET3	1.52	1.19	2.45 ++
22	TARGET4	4.12	3.79	1.07
25	TARGET5	1.84	1.78	0.28
28	TARGET6	1.20	1.30	-0.74 +
31	TARGET7	1.28	1.17	1.05
34	TARGET8	1.38	1.33	0.38
37	TARGET9	2.19	1.88	1.38
14	OBS1	2.20	2.06	0.58
17	OBS2	2.03	1.75	1.34
20	OBS3	2.01	1.70	1.57 +
23	OBS4	4.62	4.27	1.16
26	OBS5	2.82	2.53	1.09
29	OBS6	1.39	1.55	-0.93 +
32	OBS7	1.57	1.60	-0.16
35	OBS8	1.47	1.51	-0.24
38	OBS9	2.95	2.74	0.81
39	FEEL1	3.43	3.37	0.25
42	FEEL2	6.84	6.90	-0.65 +
48	ORG1	5.63	5.58	0.25
49	ORG2	5.64	5.68	-0.16
50	ORG3	5.79	5.68	0.57
51	ORG4	5.55	5.52	0.15
52	ORG5	6.09	6.04	0.32
53	ORG6	5.64	5.51	0.82
54	ORG7	5.82	5.63	1.10
55	ORG8	5.54	5.52	0.12
56	ORG9	5.63	5.48	0.75
57	ORG10	6.33	6.46	-1.56 +
58	ORG11	5.88	5.52	1.81 +
59	ORG12	5.58	5.54	0.14
60	ORG13	5.56	5.37	0.91
61	ORG14	5.70	5.65	0.22
62	ORG15	6.13	6.07	0.41
63	ORG16	5.34	5.16	0.86
64	ORG17	4.21	4.30	-0.36
65	ORG18	5.76	5.42	1.76
66	ORG19	5.90	5.80	0.53
67	ORG20	5.58	5.64	-0.33

ITEM	VARIABLE	μ_1 YES	μ_2 NO	t-value
68	DEAL1	5.31	5.13	0.98
69	DEAL2	5.71	5.45	1.74
70	DEAL3	5.35	5.16	1.10
71	DEAL4	5.88	5.69	1.25
72	DEAL5	5.46	5.27	1.11
73	DEAL6	3.03	3.00	0.09
74	DEAL7	1.38	1.47	-0.63
75	DEAL8	5.71	5.62	0.52
76	DEAL9	4.79	4.58	1.13
77	DEAL10	4.41	3.99	2.20 *
78	DEAL11	5.18	4.94	1.13
79	DEAL12	3.25	3.58	-1.54
80	DEAL13	3.85	3.78	0.39 +
81	DEAL14	4.68	4.50	0.84 +
82	DFAL15	3.85	4.09	-1.08
83	DEAL16	4.96	4.55	1.95
84	GENDER1	2.17	2.52	-1.67
85	GENDER2	2.18	2.23	-0.28
86	GENDER3	2.65	2.66	-0.04
87	GENDER4	2.56	2.66	-0.46
88	GENDER5	2.38	2.50	-0.59
89	GENDER6	2.50	2.67	-0.80
90	GENDER7	3.11	3.12	-0.03
91	GENDER8	2.25	2.48	-1.17
92	GENDER9	2.07	2.05	0.09
93	GENDER10	2.16	2.15	0.03
94	GENDER11	2.41	2.34	0.31
95	GENDER12	2.03	2.00	0.12
96	GENDER13	1.86	2.01	-0.95
97	GENDER14	1.90	2.08	-1.01
98	GENDER15	2.70	2.78	-0.36
99	GENDER16	2.35	2.33	0.07
100	GENDER17	1.96	2.05	-0.51
101	GENDER18	3.53	3.28	1.10
102	WORK1	2.48	2.58	-0.43
103	WORK2	2.04	1.89	0.78
104	WORK3	5.63	5.23	1.88
105	WORK4	4.74	4.68	0.31
106	WORK5	2.31	2.71	-1.85
107	WORK6	4.29	4.30	-0.04
108	WORK7	3.00	3.28	-1.45
109	WORK8	3.47	3.61	-0.57
110	WORK9	3.03	3.02	0.01
111	WORK10	1.32	1.35	-0.24
112	TRAIN1	3.64	2.32	6.16 +***
113	TRAIN2	2.86	2.02	4.24 +***
114	TRAIN3	4.92	5.19	-1.15

ITEM	VARIABLE	μ_1 YES	μ_2 NO	t-value
115	PERACT1	2.19	2.08	0.67
116	PERACT2	2.55	2.62	-0.44
117	PERACT3	4.13	3.95	1.61
118	PERACT4	4.43	4.20	1.98 *
119	PERACT5	3.53	3.59	-0.41
120	PERACT6	3.31	3.48	-1.06
121	PERACT7	4.39	4.37	0.18
122	PERACT8	1.60	1.52	0.74 +
123	PERACT9	2.70	2.62	0.43
124	PERACT10	4.47	4.28	1.71
125	PERACT11	2.10	1.83	1.93
126	PERACT12	3.95	4.01	-0.47
127	PERACT13	2.99	2.83	0.91
128	DESIGN1	4.62	4.57	0.42
129	DESIGN2	3.63	3.61	0.13
130	DESIGN3	3.72	3.72	0.01 +
131	DESIGN4	4.36	4.49	-1.20 +
132	DESIGN5	4.86	4.76	1.39
133	DESIGN6	3.37	3.38	-0.01
134	DESIGN7	2.67	2.56	0.77
135	DESIGN8	2.40	2.27	0.93
136	DESIGN9	4.08	4.08	0.01
137	DESIGN10	3.83	4.01	-1.45
138	DESIGN11	3.82	3.75	0.55
139	DESIGN12	3.83	3.87	-0.27
140	DESIGN13	4.12	4.05	0.57

MARITAL STATUS BY EACH SURVEY ITEM

ITEM	VARIABLE	μ_1 SIN	μ_2 MAR	t-value
12	LABEL1	5.80	5.93	-0.59
15	LABEL2	6.59	6.48	0.78
18	LABEL3	5.68	5.70	-0.10
21	LABEL4	1.76	2.04	-1.51
24	LABEL5	5.37	5.55	-0.75
27	LABEL6	6.83	6.88	-0.50 +
30	LABEL7	5.61	5.36	0.81
33	LABEL8	5.83	5.96	-0.56 +
36	LABEL9	5.55	5.83	-1.33
40	LABEL10	5.59	5.55	0.19
41	LABEL11	3.94	4.54	-2.27
43	LABEL12	5.48	5.49	-0.04
44	LABEL13	1.51	1.61	-0.64
45	LABEL14	3.65	4.01	-1.43
46	LABEL15	4.59	4.85	-1.11
13	TARGET1	2.26	1.40	3.17 ***
16	TARGET2	1.84	1.37	1.95 +
19	TARGET3	1.47	1.38	0.50
22	TARGET4	3.69	4.08	-1.10
25	TARGET5	2.34	1.66	2.57 ***
28	TARGET6	1.34	1.21	0.95
31	TARGET7	1.25	1.25	-0.01
34	TARGET8	1.70	1.26	2.48 **
37	TARGET9	2.56	1.94	2.18 **
14	OBS1	2.69	1.99	2.38 **
17	OBS2	2.44	1.76	2.47 **
20	OBS3	2.43	1.73	2.58 **
23	OBS4	4.05	4.62	-1.66
26	OBS5	3.09	2.59	1.64
29	OBS6	1.83	1.33	2.23 **
32	OBS7	1.68	1.54	0.67
35	OBS8	1.88	1.37	2.38 **
38	OBS9	3.33	2.73	1.94
39	FEEL1	3.43	3.42	0.01
42	FEEL2	6.88	6.85	0.30
48	ORG1	5.23	5.76	-2.08 **
49	ORG2	5.41	5.74	-1.49
50	ORG3	5.44	5.88	-1.86 +
51	ORG4	5.30	5.65	-1.70
52	ORG5	6.30	6.02	1.90 +
53	ORG6	5.77	5.54	1.28
54	ORG7	5.43	5.86	-2.31 *
55	ORG8	5.19	5.66	-2.08 **
56	ORG9	5.23	5.70	-2.11 **
57	ORG10	6.38	6.40	-0.19 +
58	ORG11	5.63	5.80	-0.71 +
59	ORG12	5.34	5.66	-1.31
60	ORG13	5.18	5.60	-1.83
61	ORG14	5.52	5.75	-1.01
62	ORG15	6.05	6.14	-0.50
63	ORG16	5.26	5.30	-0.17
64	ORG17	4.05	4.33	-0.95
65	ORG18	5.27	5.68	-0.72
66	ORG19	5.38	6.03	-2.73 ***
67	ORG20	5.63	5.60	0.14

ITEM	VARIABLE	μ_1 SIN	μ_2 MAR	t-value
68	DEAL1	5.41	5.20	1.00
69	DEAL2	5.59	5.63	-0.21
70	DEAL3	5.16	5.32	-0.85
71	DEAL4	5.69	5.84	-0.90
72	DEAL5	5.20	5.46	-1.32
73	DEAL6	3.05	3.01	0.15
74	DEAL7	1.19	1.49	-2.81 ***
75	DEAL8	5.93	5.60	1.66
76	DEAL9	4.75	4.73	0.08
77	DEAL10	4.37	4.23	0.62
78	DEAL11	4.79	5.20	-1.75
79	DEAL12	3.70	3.27	1.77
80	DEAL13	3.84	3.84	0.01
81	DEAL14	4.75	4.59	0.65
82	DEAL15	3.66	4.01	-1.40
83	DEAL16	4.58	4.88	-1.22
84	GENDER1	2.38	2.25	0.59
85	GENDER2	2.52	2.09	2.04 *
86	GENDER3	3.01	2.50	1.87
87	GENDER4	2.80	2.58	1.26
88	GENDER5	2.56	2.36	0.91
89	GENDER6	2.71	2.50	0.90
90	GENDER7	3.33	3.03	1.14
91	GENDER8	2.54	2.26	1.24
92	GENDER9	2.22	2.01	1.03
93	GENDER10	2.08	2.17	-0.45 +
94	GENDER11	2.38	2.38	0.00
95	GENDER12	2.15	1.97	0.85
96	GENDER13	2.06	1.86	1.09
97	GENDER14	2.00	1.94	0.26
98	GENDER15	2.76	2.69	0.27
99	GENDER16	2.51	2.26	1.10
100	GENDER17	1.87	2.02	-0.87 +
101	GENDER18	3.18	3.51	-1.32
102	WORK1	2.41	2.55	-0.55
103	WORK2	1.84	2.01	-0.74
104	WORK3	5.47	5.51	-0.18
105	WORK4	4.61	4.76	-0.69
106	WORK5	2.61	2.38	0.93
107	WORK6	4.54	4.24	0.95
108	WORK7	3.49	2.98	2.30 *
109	WORK8	2.87	3.70	-3.01 **
110	WORK9	2.75	3.09	-1.21
111	WORK10	1.43	1.29	1.20
112	TRAIN1	2.95	3.24	-1.03
113	TRAIN2	2.41	2.61	-0.80
114	TRAIN3	5.26	4.95	1.19

ITEM	VARIABLE	μ_1 SIN	μ_2 MAR	t-value
115	PERACT1	2.23	2.13	0.58
116	PERACT2	2.47	2.61	-0.78
117	PERACT3	4.25	4.02	1.71
118	PERACT4	4.47	4.31	1.22
119	PERACT5	3.47	3.57	-0.57
120	PERACT6	3.29	3.39	-0.51
121	PERACT7	4.28	4.42	-1.13
122	PERACT8	1.74	1.52	1.78
123	PERACT9	2.73	2.66	0.30
124	PERACT10	4.37	4.42	-0.39
125	PERACT11	1.77	2.06	-1.78
126	PERACT12	3.80	4.02	-1.37
127	PERACT13	2.98	2.90	0.38
128	DESIGN1	4.47	4.64	-1.26
129	DESIGN2	3.76	3.59	1.10
130	DESIGN3	3.80	3.70	0.68
131	DESIGN4	4.49	4.38	0.83
132	DESIGN5	4.86	4.81	0.55
133	DESIGN6	3.52	3.34	1.07
134	DESIGN7	2.70	2.62	0.47
135	DESIGN8	2.44	2.33	0.70
136	DESIGN9	4.11	4.08	0.24
137	DESIGN10	3.80	3.94	-0.92
138	DESIGN11	3.86	3.79	0.45
139	DESIGN12	3.58	3.92	-2.03 *
140	DESIGN13	4.09	4.10	-0.09

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REPORT DOCUMENTATION PAGEForm Approved
OMB No. 0704-0188

Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington, DC 20503.

1. AGENCY USE ONLY (Leave blank)		2. REPORT DATE September 1993	3. REPORT TYPE AND DATES COVERED Master's Thesis	
4. TITLE AND SUBTITLE AN EVALUATION OF INDIVIDUAL EMPOWERMENT AND SELF-EFFICACY ON SEXUAL HARASSMENT IN THE WORK ENVIRONMENT			5. FUNDING NUMBERS	
6. AUTHOR(S) Rebecca A. Gebhard, GM-13 Edgar J. LaBenne, Capt, USAF				
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Air Force Institute of Technology Wright-Patterson AFB OH 45433-7765			8. PERFORMING ORGANIZATION REPORT NUMBER AFIT/GCM/LAR/93S-5	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)			10. SPONSORING/MONITORING AGENCY REPORT NUMBER	
11. SUPPLEMENTARY NOTES				
12a. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited			12b. DISTRIBUTION CODE	
13. ABSTRACT (Maximum 200 words) The purpose of this thesis was to develop an instrument that would measure an individual's ability to define sexual harassment and address gender discrimination. In addition, the thesis determines the relationship of empowerment, self-efficacy, and training as it affects the awareness of harassment. Extensive statistical analysis was performed on the instrument and sample data. The importance of developing this instrument is evident in its ability to create regression models to predict the existence of empowerment and self-efficacy which could be useful to improve morale and productivity. This thesis provides a history of sexual harassment from the difficulty in defining terminology, to the impact of judicial rulings, to the dynamics of power, and finally presents empowerment and self-efficacy as a means of providing strength and power to the individual. A portion of this study evaluates individual perceptions of personal actions, both formal and informal, to confront sexual harassment. These personal actions were ranked and rated for effectiveness, as well as options for designing a prevention program. Lastly, the thesis provides researcher and respondent recommendations on training in conjunction with detailed actions for organizational leaders to improve the work environment.				
14. SUBJECT TERMS Sexual Harassment Gender Discrimination Training Self-Efficacy Job Performance Empowerment Job Satisfaction			15. NUMBER OF PAGES 309	
			16. PRICE CODE	
17. SECURITY CLASSIFICATION OF REPORT UNCLASSIFIED	18. SECURITY CLASSIFICATION OF THIS PAGE UNCLASSIFIED	19. SECURITY CLASSIFICATION OF ABSTRACT UNCLASSIFIED	20. LIMITATION OF ABSTRACT UL	

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